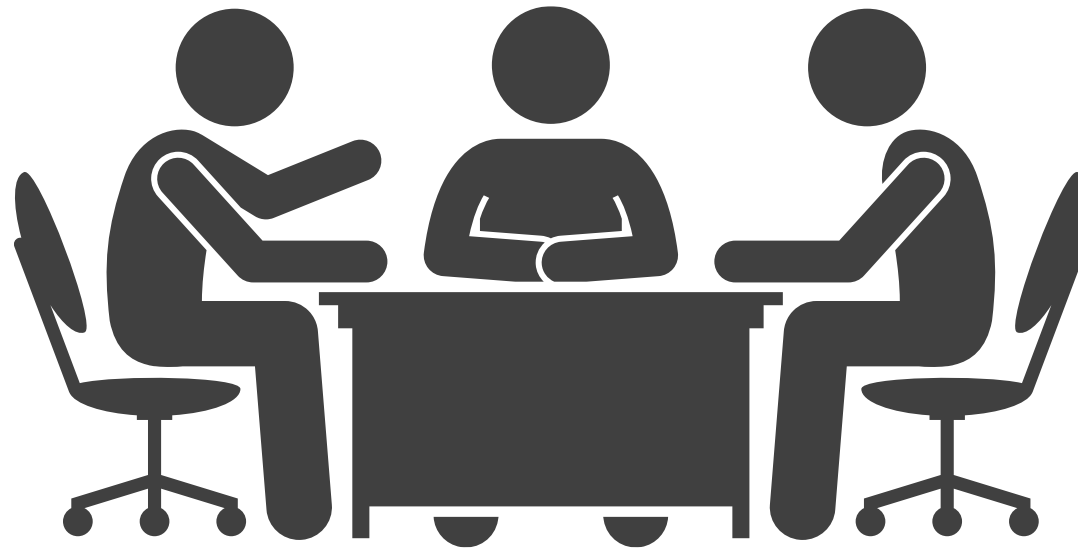


ICMIF Advanced Management Course 2024

3. Leading Teams in a Complex World



Welcome Back

3. Leading Teams in a Complex World

Wednesday morning groups

Group 1	Group 2	Group 3
Helle Sand	Amie Grace Sabornido	Cindy Nestman
Justin Pursaga	Andreas Gärtner	Franziska Rummel
Pim Robyn	Anne Rice	Jens Smids
Ryan Dale Maquidato	Jana Vanderlinden	Richard Hyman
Sven Bähies	Kenneth Wolstrup	

Wednesday

Leading Teams in a Complex World

Start	Part	
09:00	1	Universal Challenges when Leading Collaboration in a Complex World
10:15		Break
10:35	2	Foundations for Leading Effective Collaboration: Collective Intelligence
11:15		Break
11:35	3	Foundations for Leading Effective Collaboration: Psychological Safety
12:05		Lunch
12:50	4	Tools for Leading Eternal Renewal: a) the Strategic Framework & b) Healthy Challenges
14:10		Break
14:25	5	Tools for Leading Eternal Renewal: c) the Pre-mortem & d) the Innovation Matrix
15:25		Break
15:40	6	Peer-to-peer consultancy #1: tackling your current challenges and opportunities
17:00		End

ICMIF Advanced Management Course 2024

Universal Challenges when Leading Collaboration in a Complex World

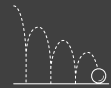


Part 1 (of 6)

Next break: 10:15

Complex Situations Require Teams Using Models and Tools

Technical



Repeated patterns



Predict with confidence



Reliable learning



Engage an expert



Apply rules



Reality is obvious



Common perception



Clear question to address

Complex



Hard to understand



Impossible to predict



Hard to learn from

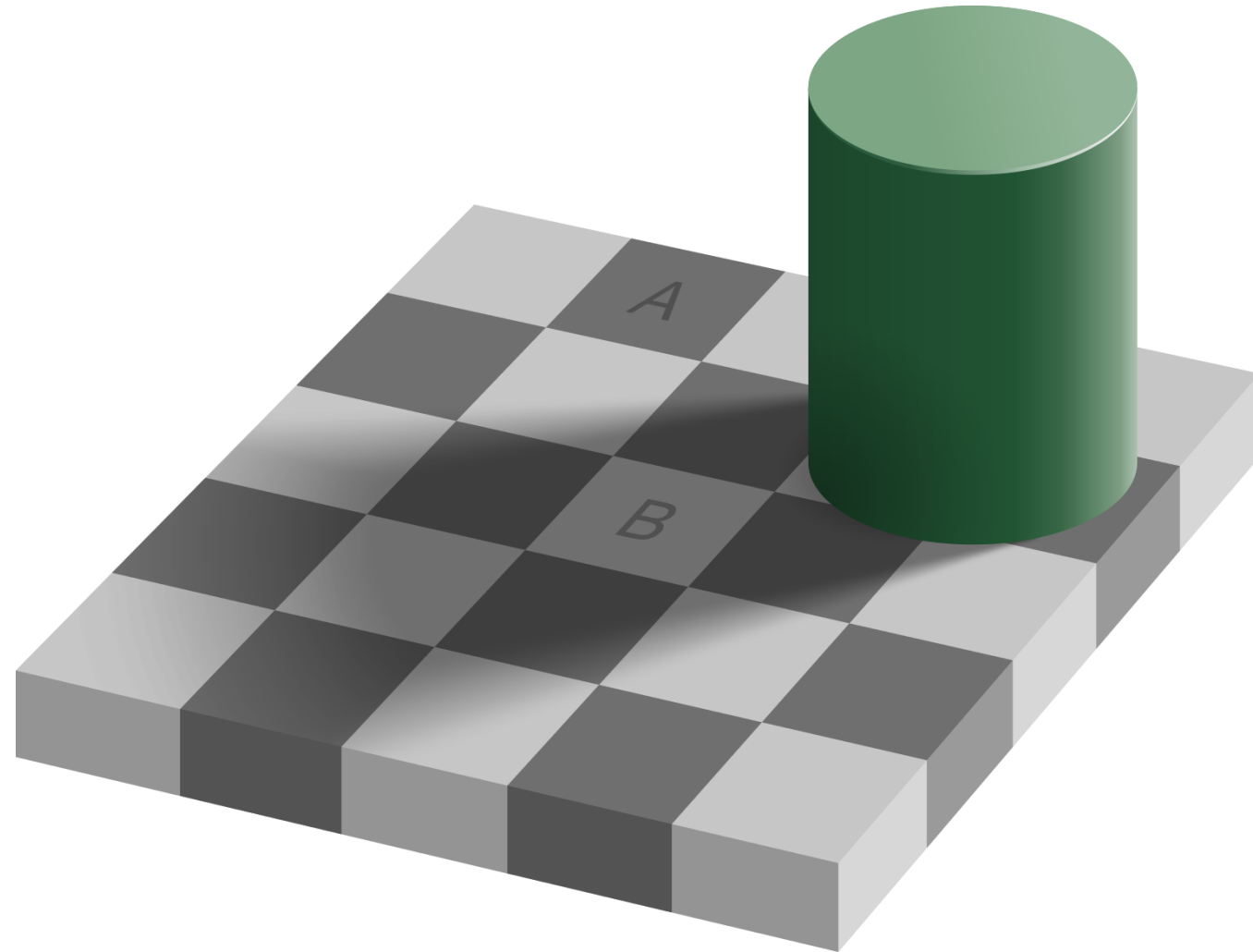


Work as a team



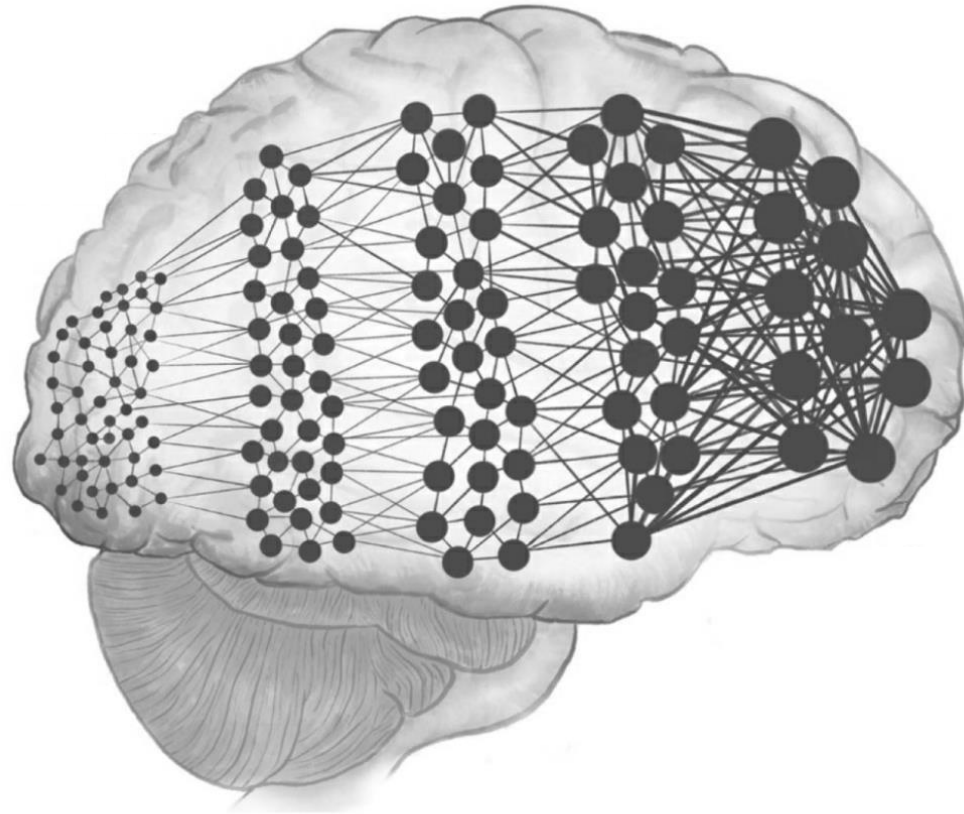
Apply models and tools

Which Square Appears Darker?



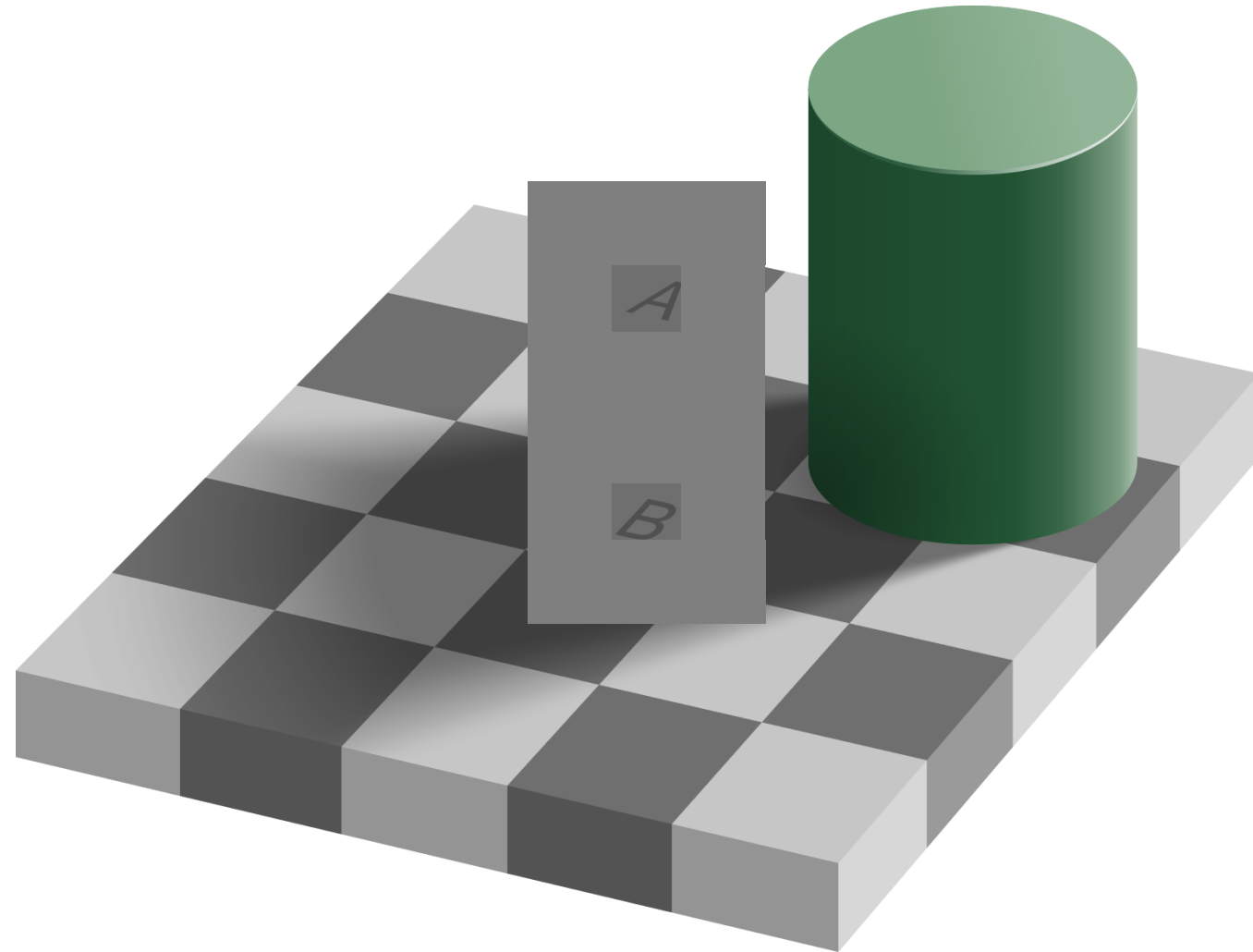
By Original by Edward H. Adelson - File created by Adrian Pingstone, based on the original created by Edward H. Adelson,
Copyrighted free use, <https://commons.wikimedia.org/w/index.php?curid=45737683>

Our Brains Construct Reality As Models of Models From Billions of “Dumb” Sensory Inputs



Source: Seven and A Half Lessons About the Brain (Feldman Barrett)

We Do Not Perceive Reality



By Original by Edward H. Adelson - File created by Adrian Pingstone, based on the original created by Edward H. Adelson,
Copyrighted free use, <https://commons.wikimedia.org/w/index.php?curid=45737683>

Have You Ever

Seen a **colour**, heard a **sound** or
smelt a **smell**?

The Universe Is

Odourless, colourless and silent

The brain generates its own reality



Dr. David Eagleman

Stanford University

Optional **Blow Your Mind** Reference

Excerpt from *The Brain* by David Eagleman

Chapter 2 – What is Reality?

How does the biological wetware of the brain give rise to our experience: the sight of emerald green, the taste of cinnamon, the smell of wet soil? What if I told you that the world around you, with its rich colors, textures, sounds, and scents is an illusion, a show put on for you by your brain? If you could perceive reality as it really is, you would be shocked by its colorless, odorless, tasteless silence. Outside your brain, there is just energy and matter. Over millions of years of evolution the human brain has become adept at turning this energy and matter into a rich sensory experience of being in the world. How?

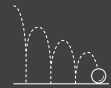
The illusion of reality

From the moment you awaken in the morning, you're surrounded with a rush of light and sounds and smells. Your senses are flooded. All you have to do is show up every day, and without thought or effort, you are immersed in the irrefutable reality of the world.

But how much of this reality is a construction of your brain, taking place only inside your head?

Collaborating Is Hard When We Do Not Have a Shared Understanding of Reality

Technical



Repeated patterns



Predict with confidence



Reliable learning



Engage an expert



Apply rules



Reality is obvious



Common perception



Clear question to address

Complex



Hard to understand



Impossible to predict



Hard to learn from



Work as a team



Apply models and tools



Reality is opaque



Different perspectives



True question hard to define

Priming

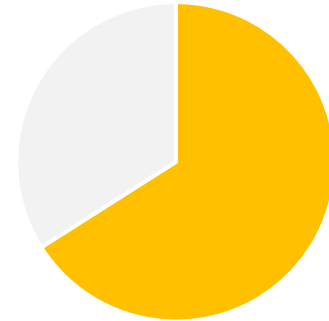
Our Recent Experience Influences Us



SOUP

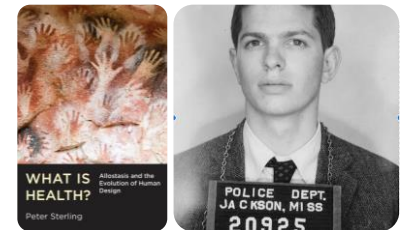


SOAP



Efficiency Requires a Brain

To **predict** what will be needed

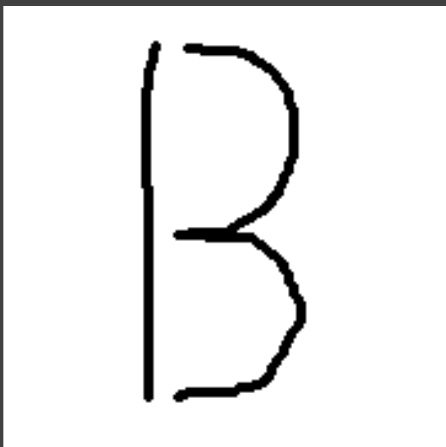


Peter Sterling
Perelman School of Medicine

Framing

Context Influences

Perception



We Don't Sense All There is to Sense

Quantity of Light Reflected

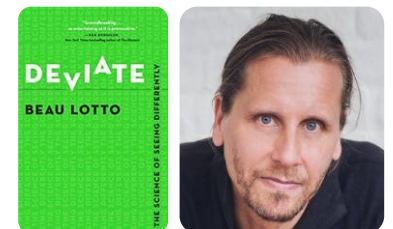


Quality of Light Reflected



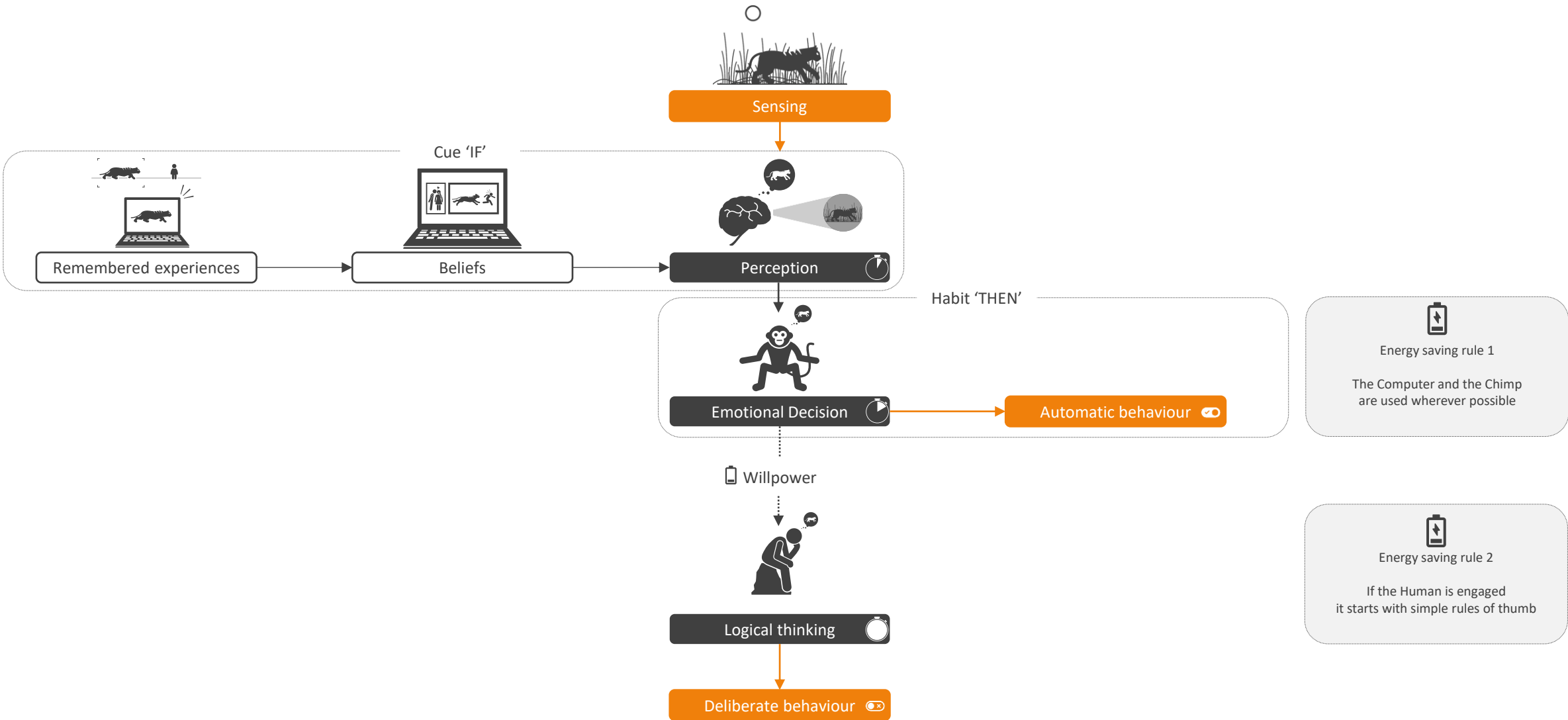
We Don't Sense All There is to Sense

We have no direct access to our physical world, other than **through our senses**



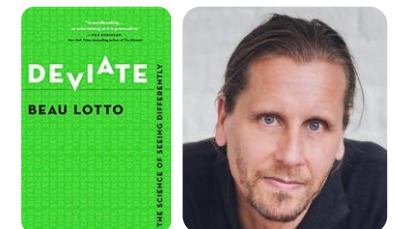
Beau Lotto
University College London

How We See, Think and Act



The Light that Falls Onto Your Eye Sensory Information

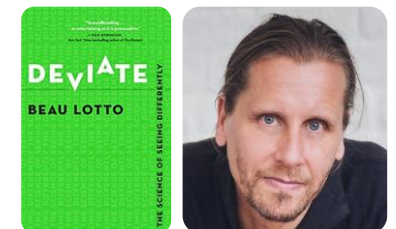
Is **meaningless**, because
it could mean literally **anything**



Beau Lotto
University College London

What's True for Sensory Information is True for Information Generally

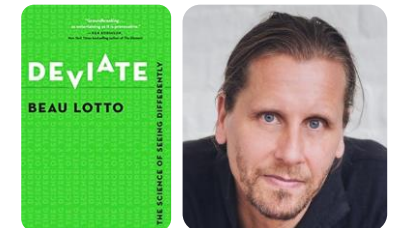
There's **no inherent meaning in information**



Beau Lotto
University College London

So, How Do We See?

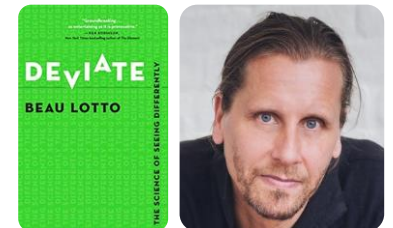
We see by **learning to see**



Beau Lotto
University College London

The Brain Evolved the Mechanisms for

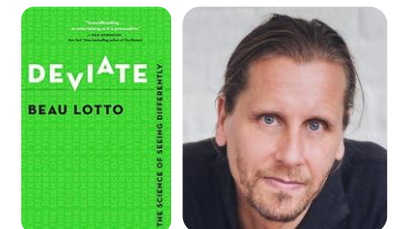
Finding **patterns**,
finding **relationships** in information, and
associating those relationships with a
behavioural **meaning**,
by **interacting with the world**



Beau Lotto
University College London

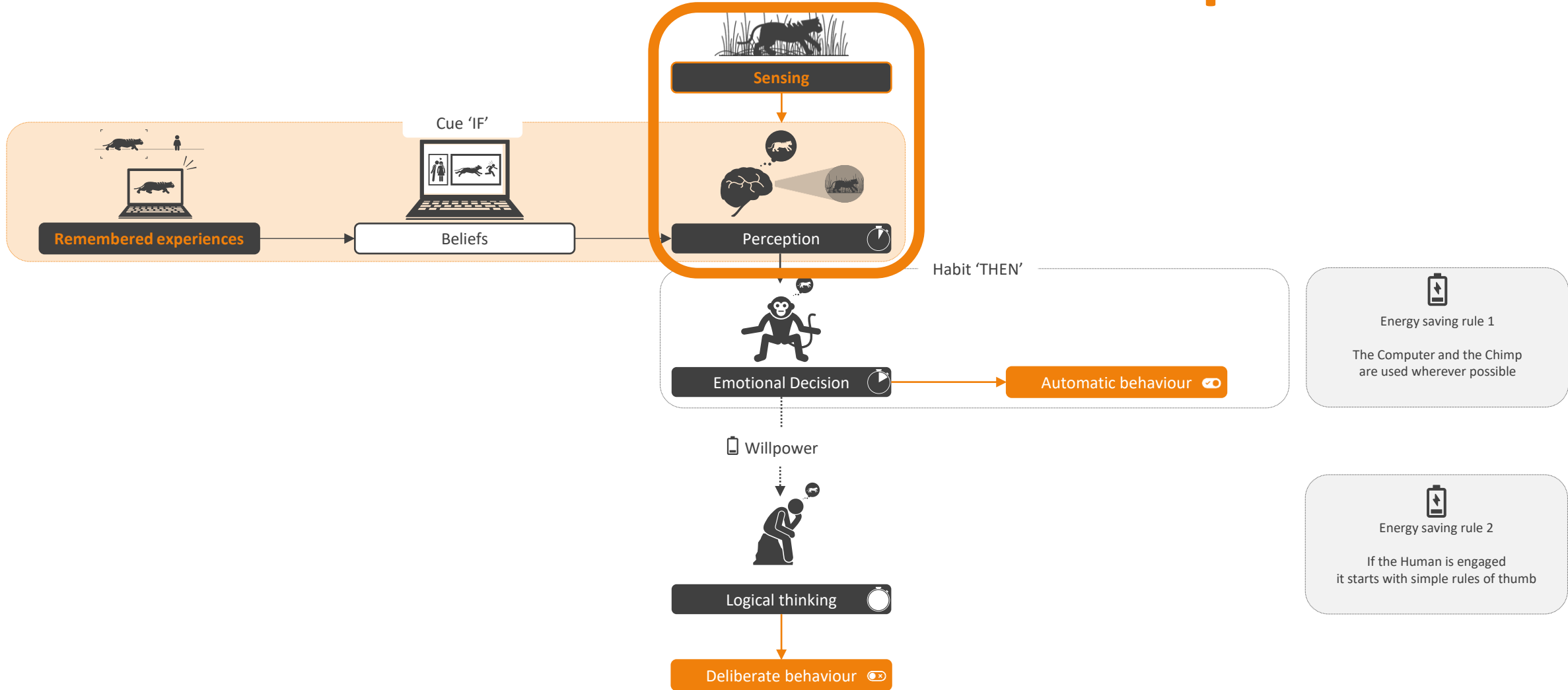
The Brain Evolved to See the World

The way it was **useful to see in the past**

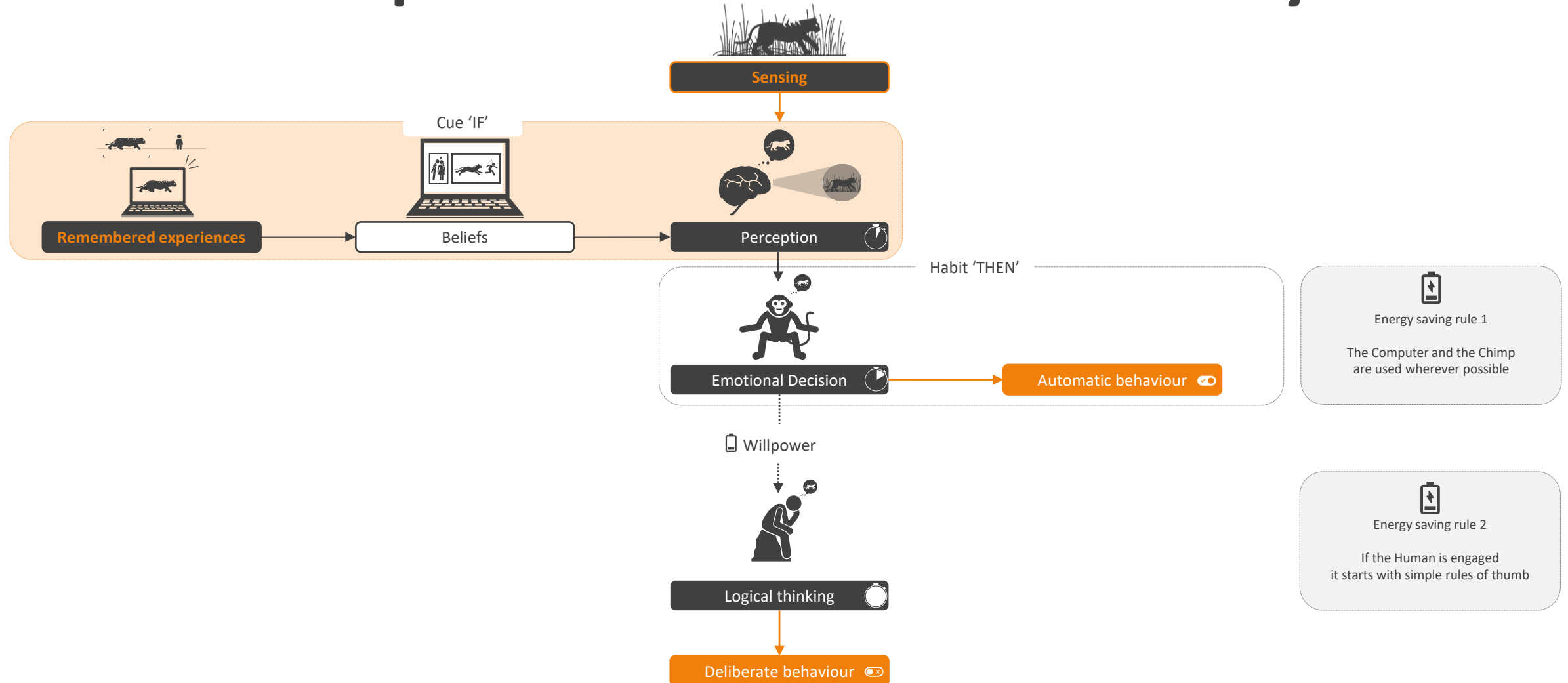


Beau Lotto
University College London

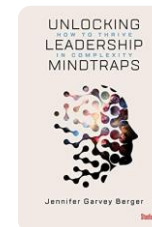
Our **Frame** Is Based on What We **Sense**, **Context** and What's In Our **Computer**



No Two People See The Same Complex Situation The Same Way



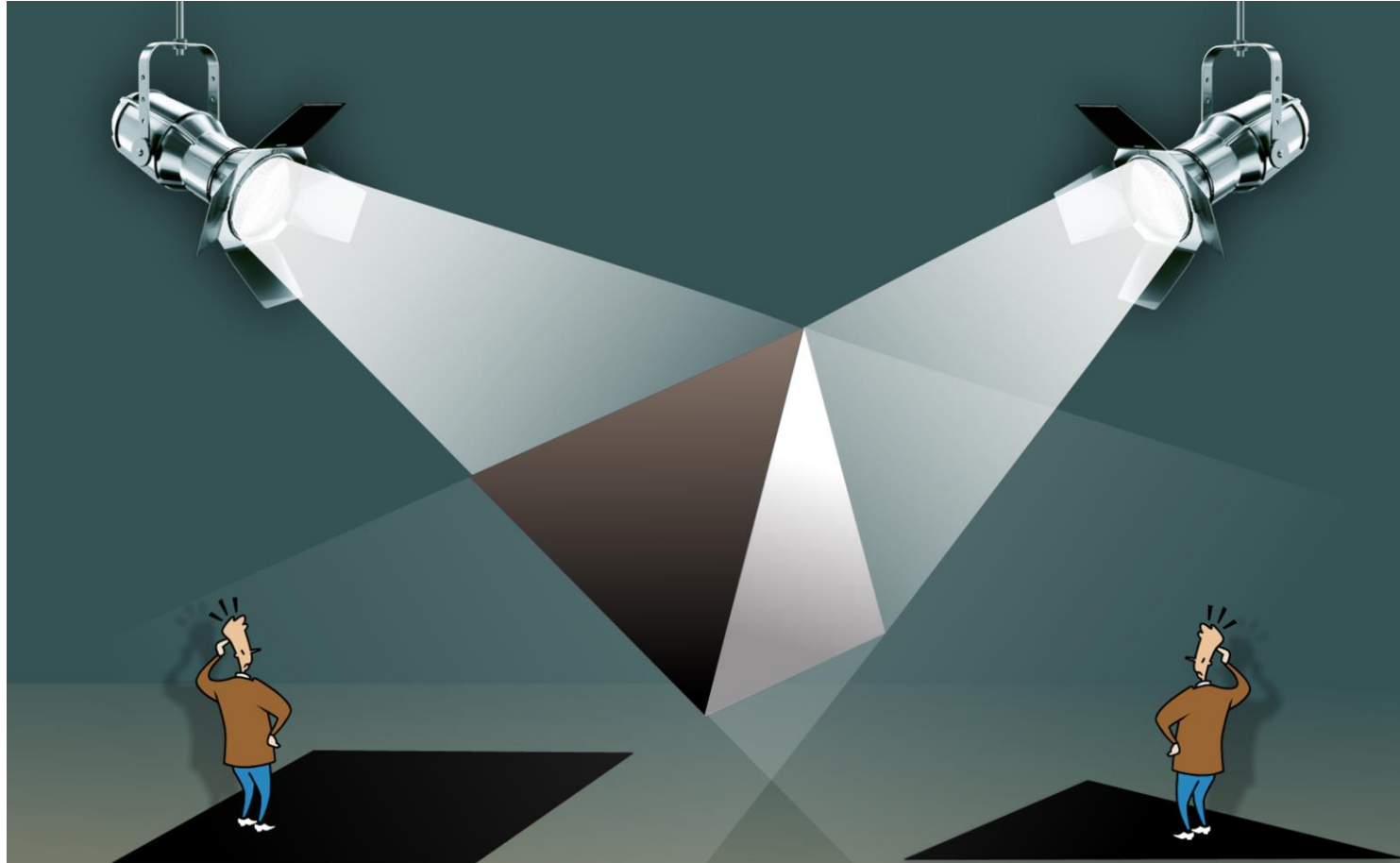
Celebrate Doubt



Jennifer Garvey Berger
Cultivating Leadership



No Two People See The Same Complex Situation The Same Way



No Two People See The Same Complex Situation The Same Way

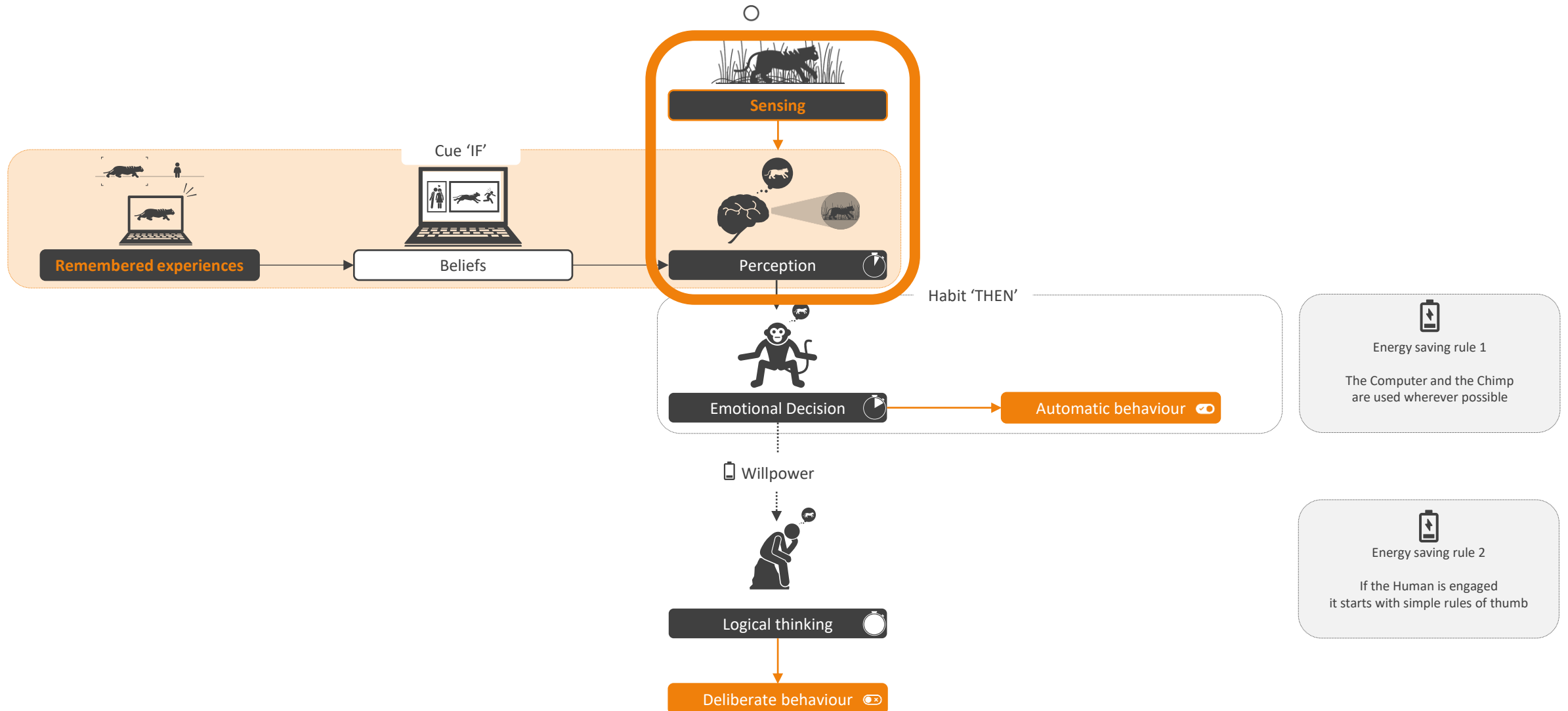
Reality is constructed **differently** in **different heads**



Dr. David Eagleman

Stanford University

They See Different Frames

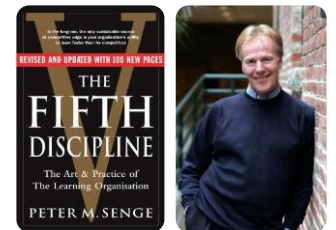


Our Mental Models

Affect what we see

Two people with different mental models can observe the same event and describe it differently, because they've **looked at different details** and **made different interpretations**

We observe selectively



Peter Senge
MIT

Pilots Never Go Anywhere Without a Wingman Because We Do Not Perceive Reality



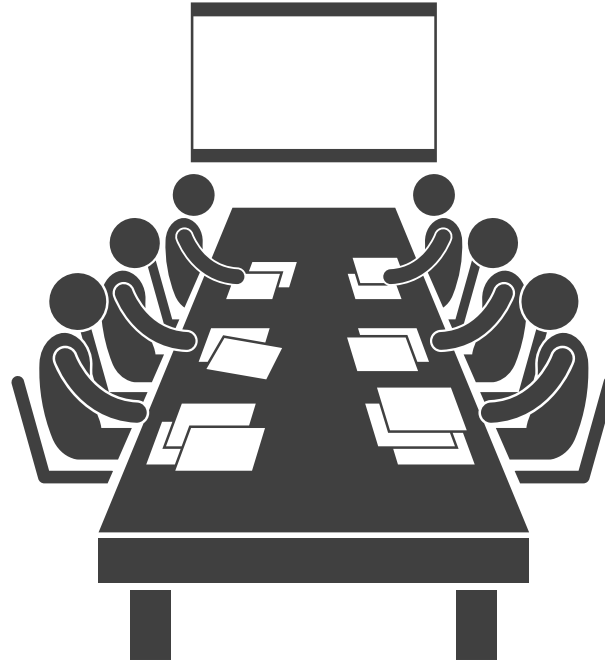
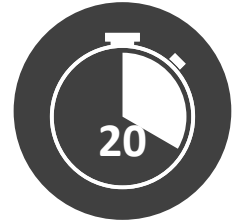
Key Tool: Harness Collective Intelligence



Because we do not perceive reality

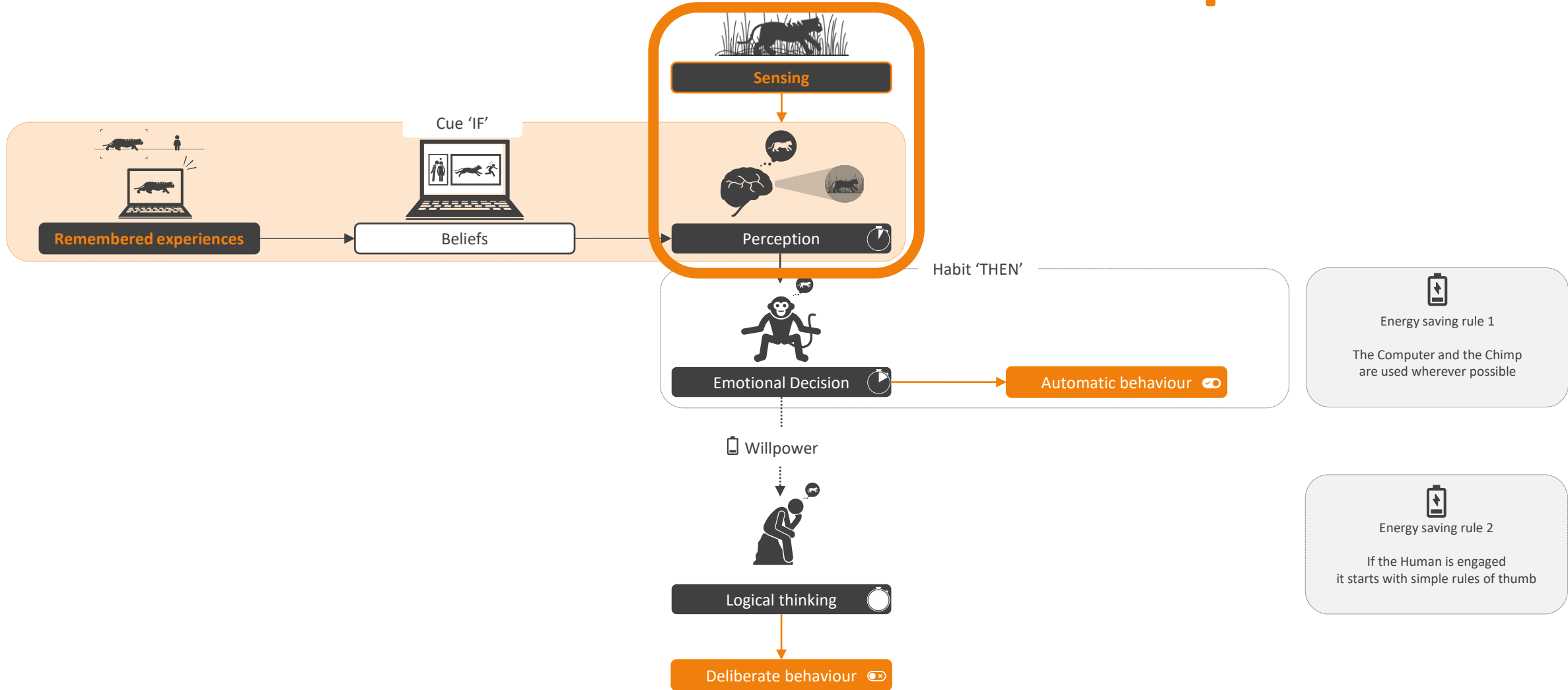


Your Return On Investment



9. How do you currently lead discussions where you work?

Our **Frame** Is Based on What We **Sense**, **Context** and What's In Our **Computer**



Your Personal Experiences Makes Up Maybe 0.00000001% of What's Happened in the World

But maybe 80% of how you think the world
works



Morgan Housel
The Psychology of Investing

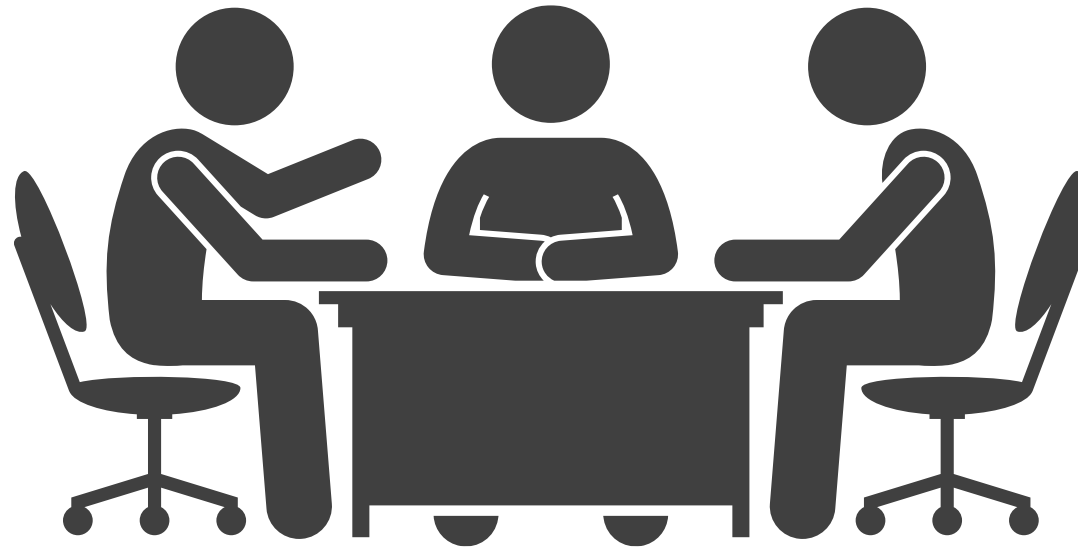
Key Tool: Harness Collective Intelligence



Because we do not perceive reality

ICMIF Advanced Management Course 2024

Foundations for Leading Effective Collaboration: **Collective Intelligence**



Part 1 (of 6)

Next break: **10:15**

Groups Can Outperform Individuals When Making Decisions



Explaining Why Groups Excel



Wisdom of Crowds Effect

Phone An Expert Friend



Ask the Audience



Wisdom of Crowds Effect

The smartest person in the room

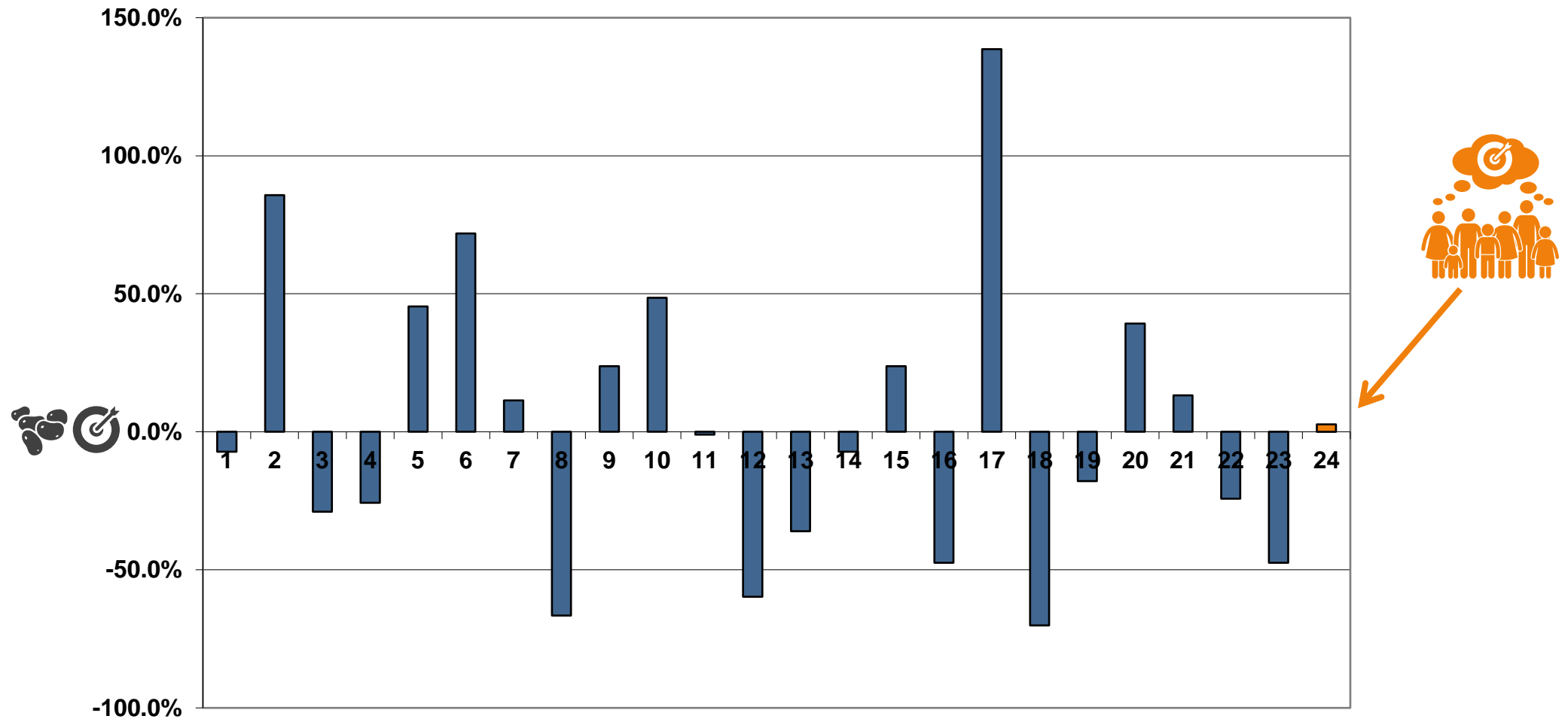
Wisdom of Crowds Effect

The smartest person in the room
IS the room

A large, dense pile of multi-colored jelly beans, including various shades of red, green, yellow, blue, purple, orange, and white. The beans are scattered across the entire frame, creating a vibrant, textured background. A semi-transparent dark horizontal band is overlaid across the middle of the image, containing the text "How Many?".

How Many?

Collective Intelligence in Action

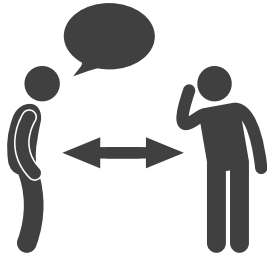


3 Steps to Collective Intelligence



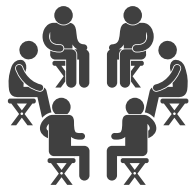
1. Capture your private perspective

Independently judging what you perceive to be true



2. Take turns to share perspectives without interruption

*Sharing perspectives to surface *all* information*



3. Engage in dialogue to synthesise what your combined perspectives mean

*Collectively deciding what is *probably* true*

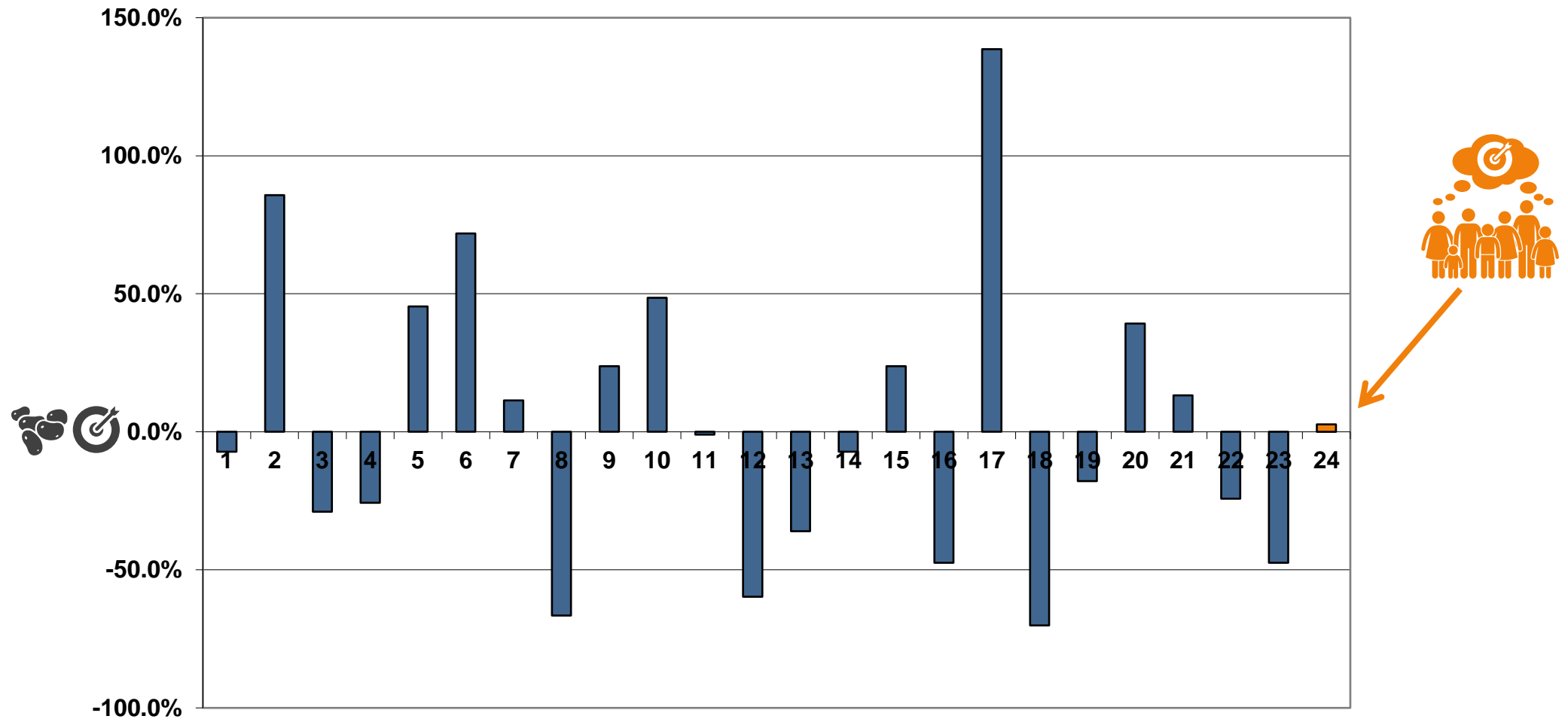
3 Steps to Collective Intelligence



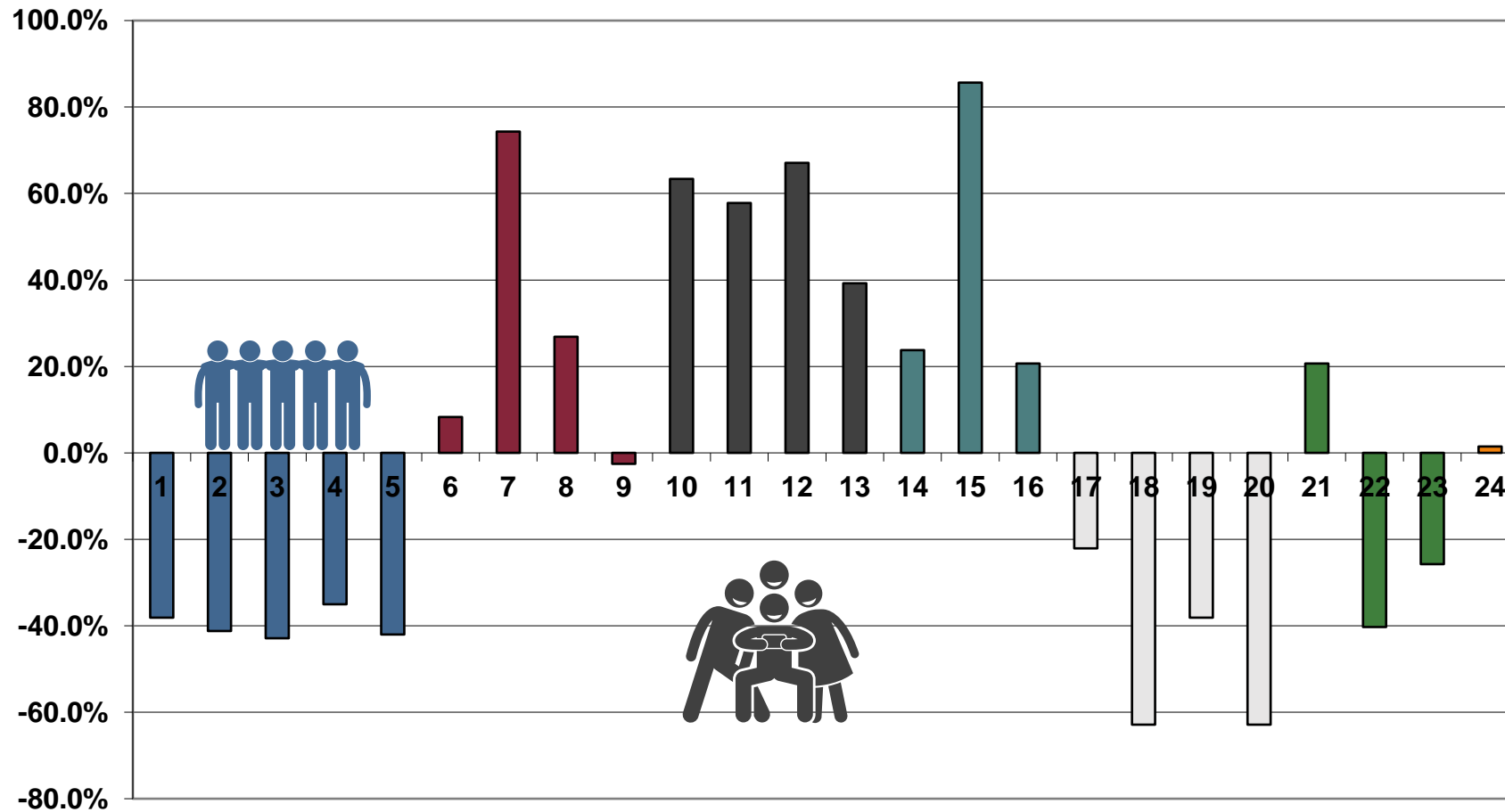
1. Capture your private perspective

Independently judging what you perceive to be true

Collective Intelligence in Action

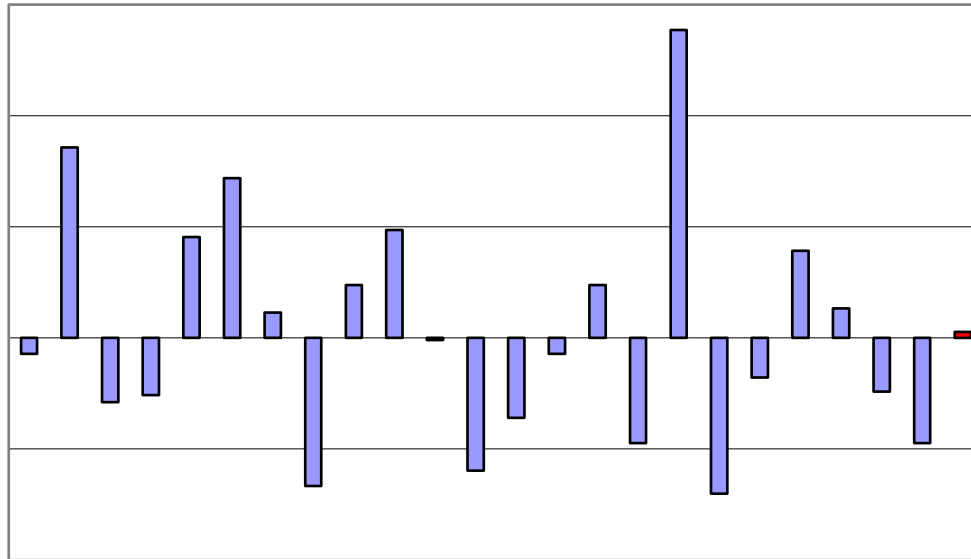


Collective Intelligence - Biased



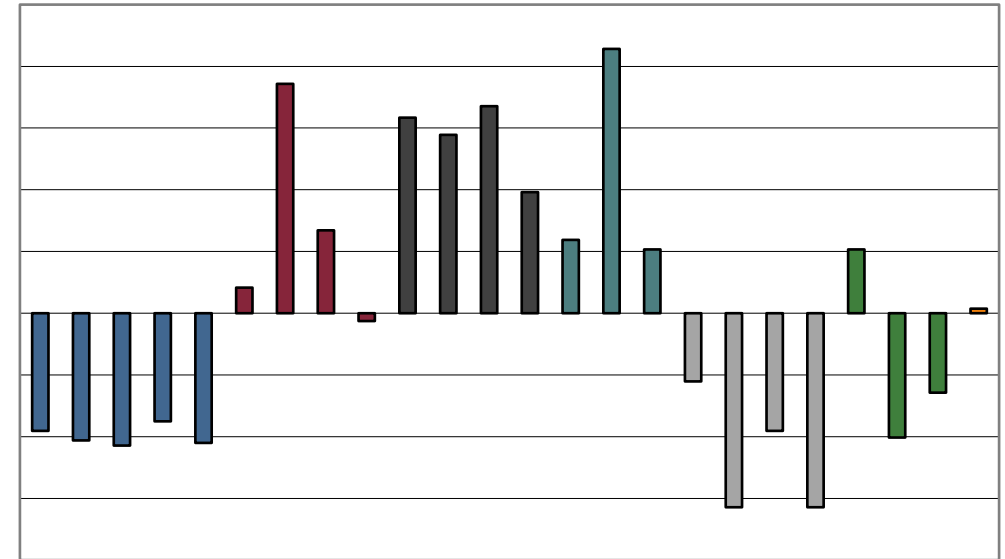
Discussing Too Early Destroys Independence

Collective intelligence in action



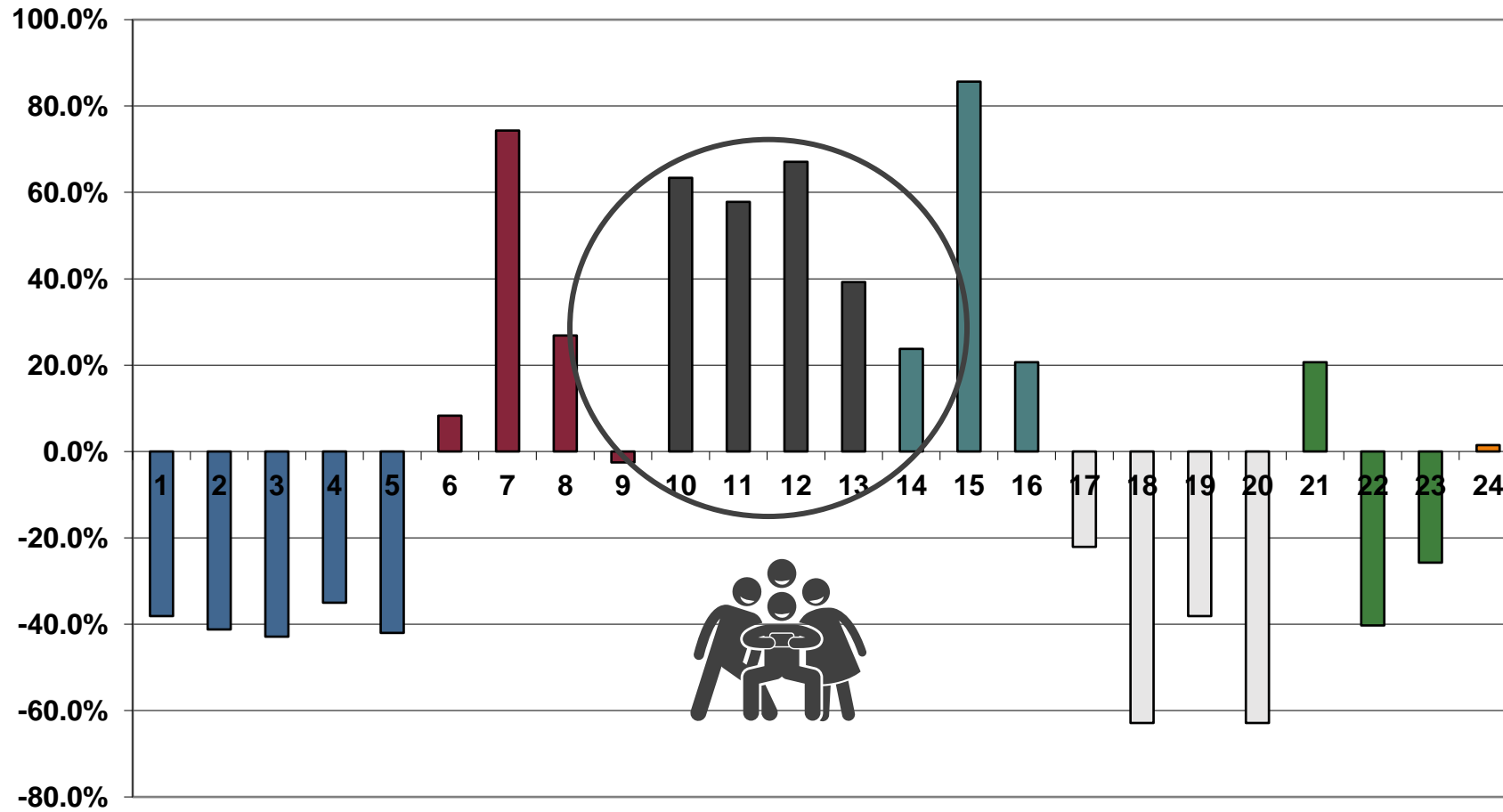
- One guess per person
- No conferring
- *Independent* judgements

Collective intelligence - biased

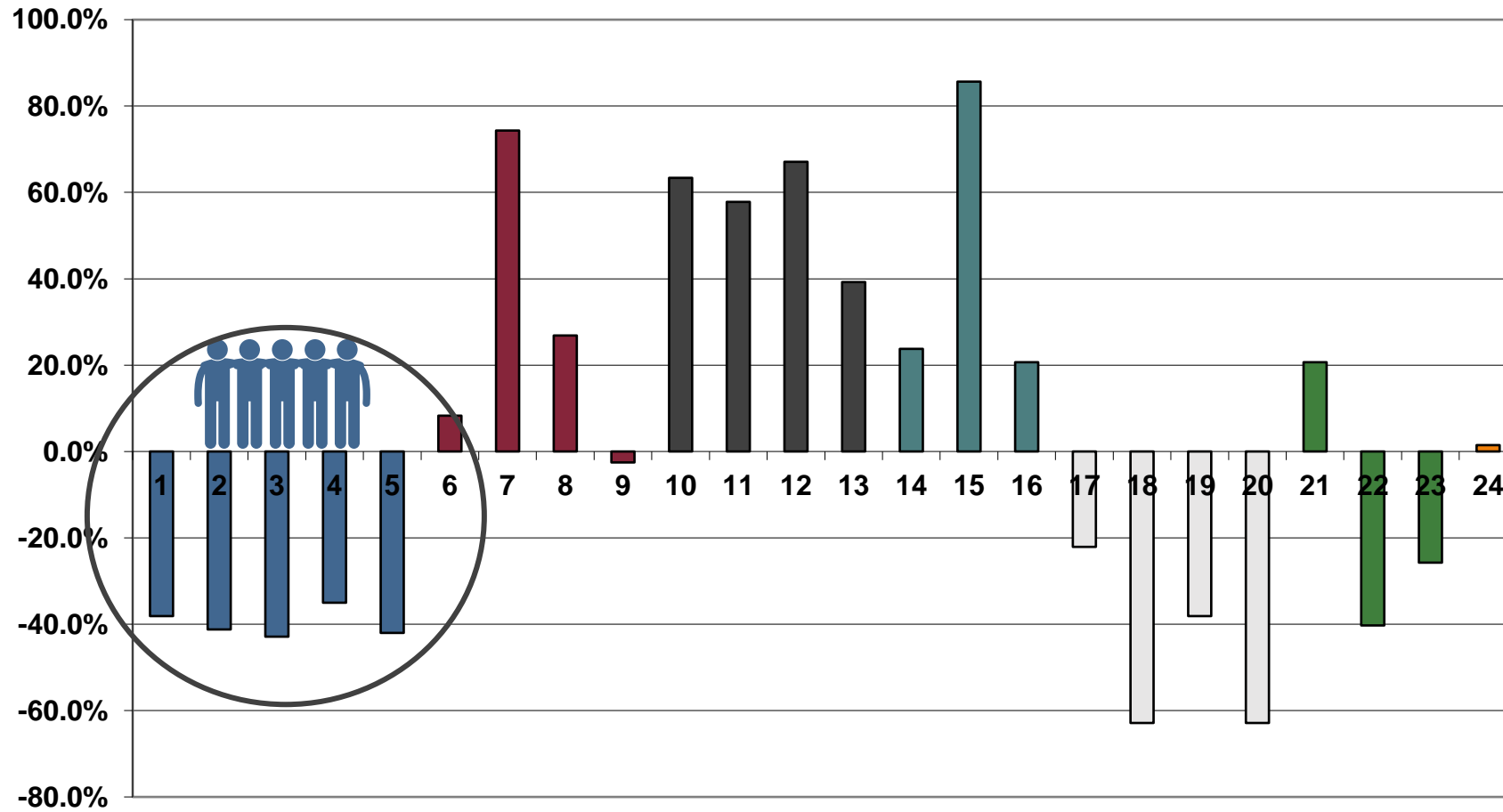


- One guess per person
- *Discuss in groups*
- *Biased* judgements

Collective Intelligence - Biased



Collective Intelligence - Biased



The Most Fundamental Principle in Clinical Decision-Making

Is that the interpretation of new information depends on **what you believed beforehand**



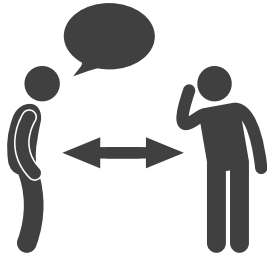
Sox, Higgins, Owens 2013

3 Steps to Collective Intelligence



1. Capture your private perspective

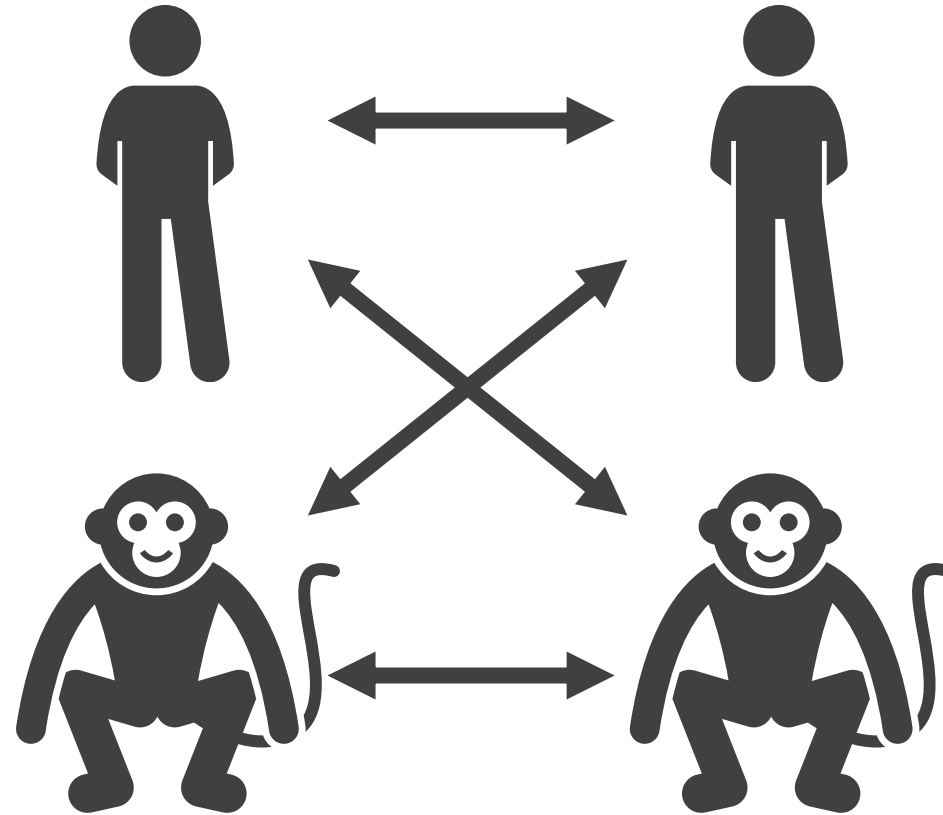
Independently judging what you perceive to be true



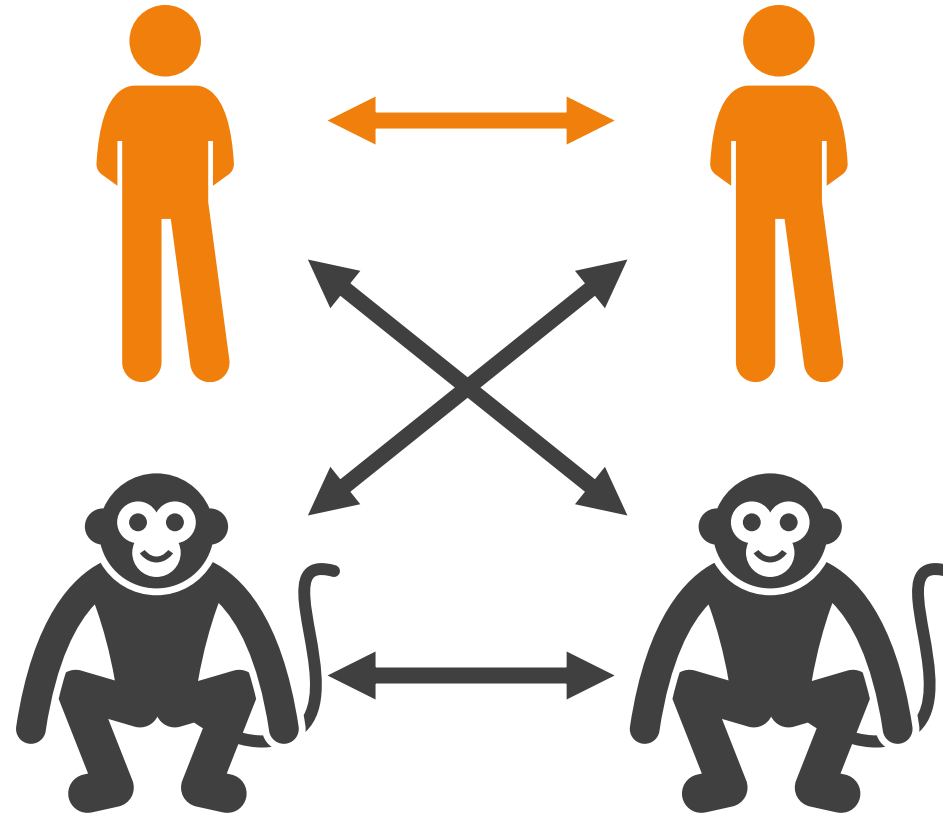
2. Take turns to share perspectives without interruption

Sharing perspectives to surface *all* information

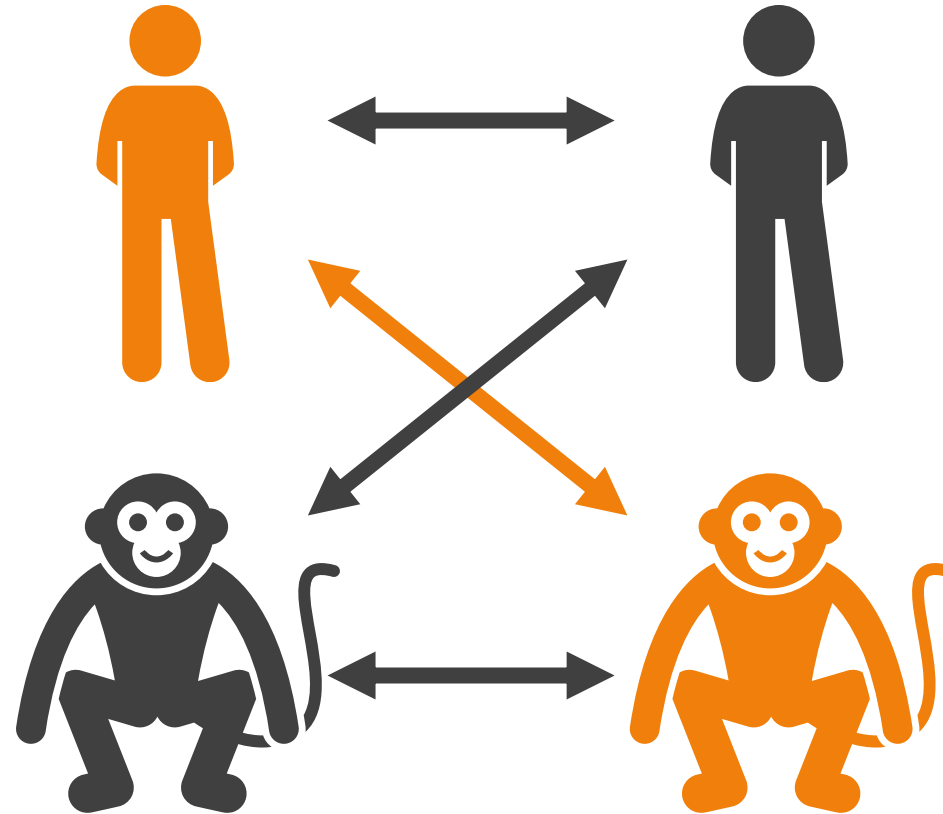
Four Types of Conversation



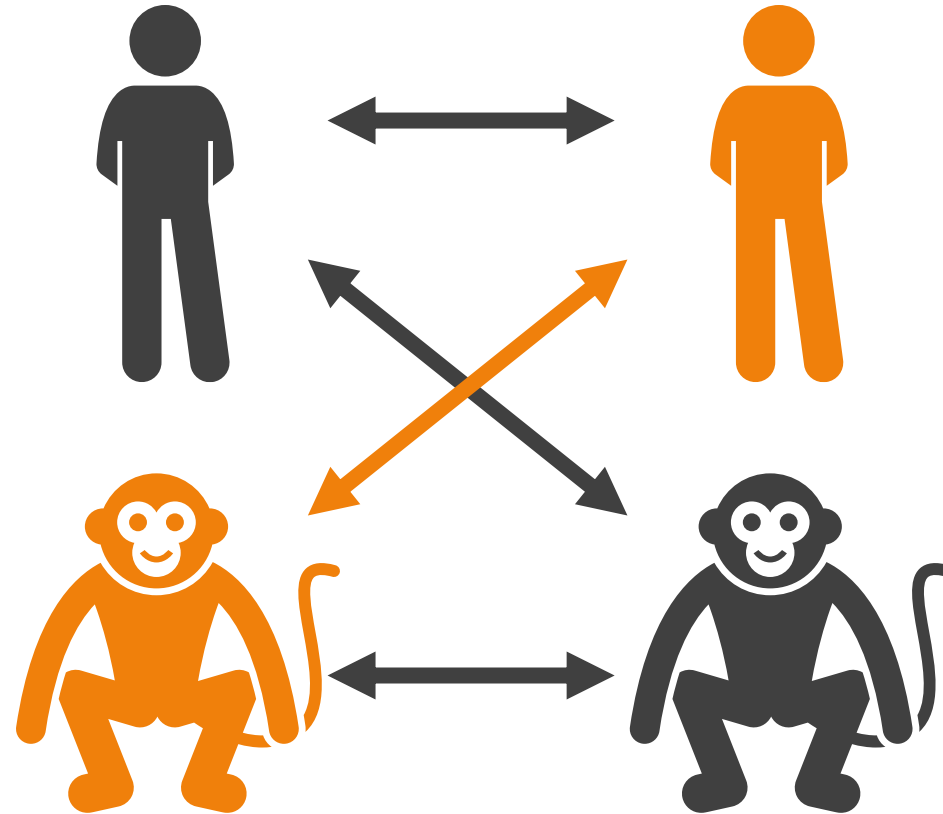
Four Types of Conversation



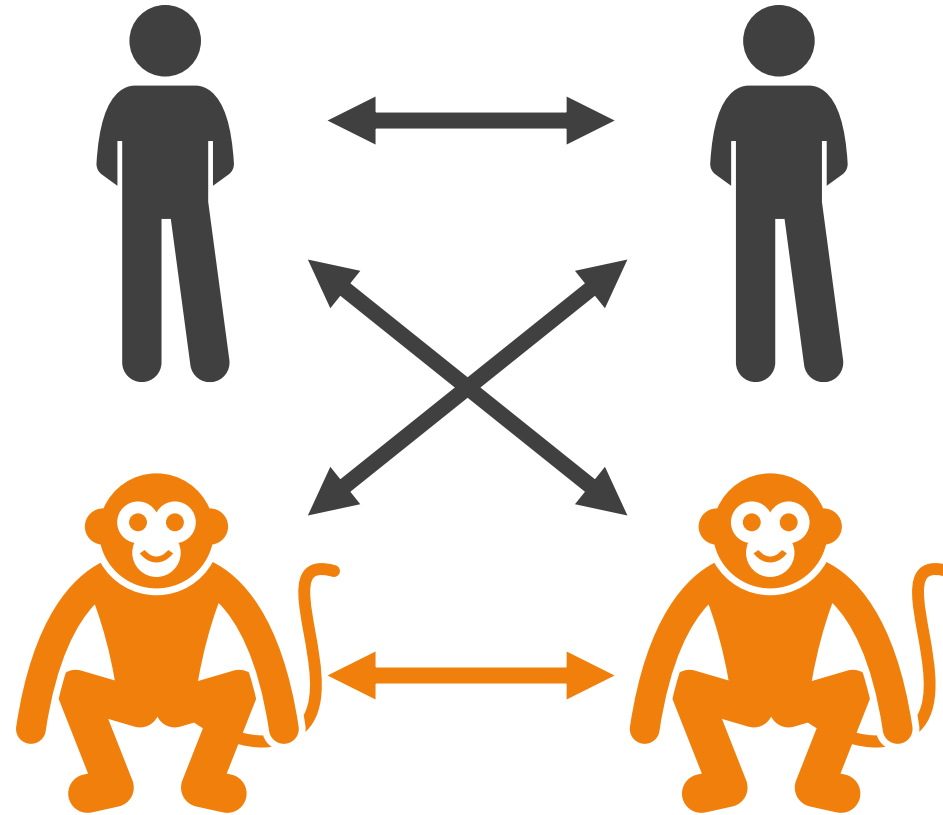
Four Types of Conversation



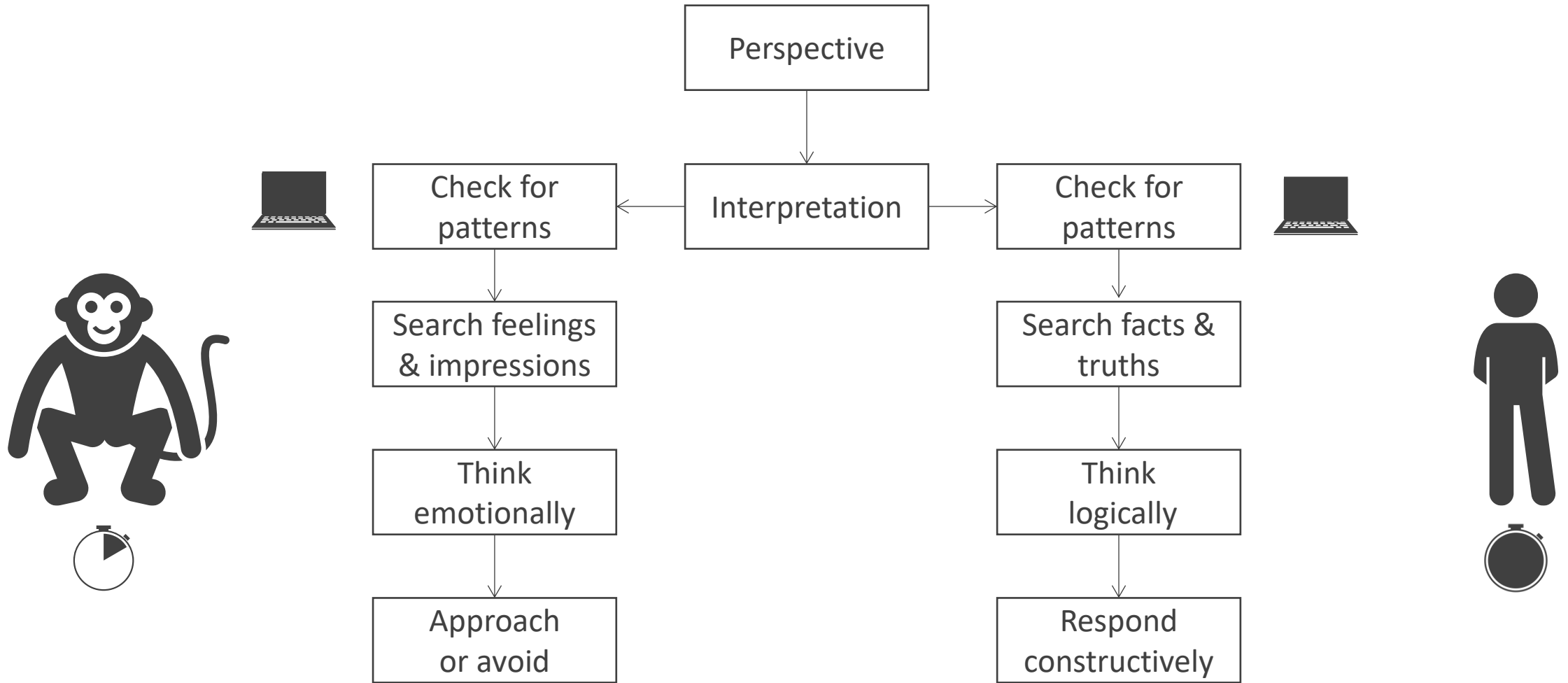
Four Types of Conversation



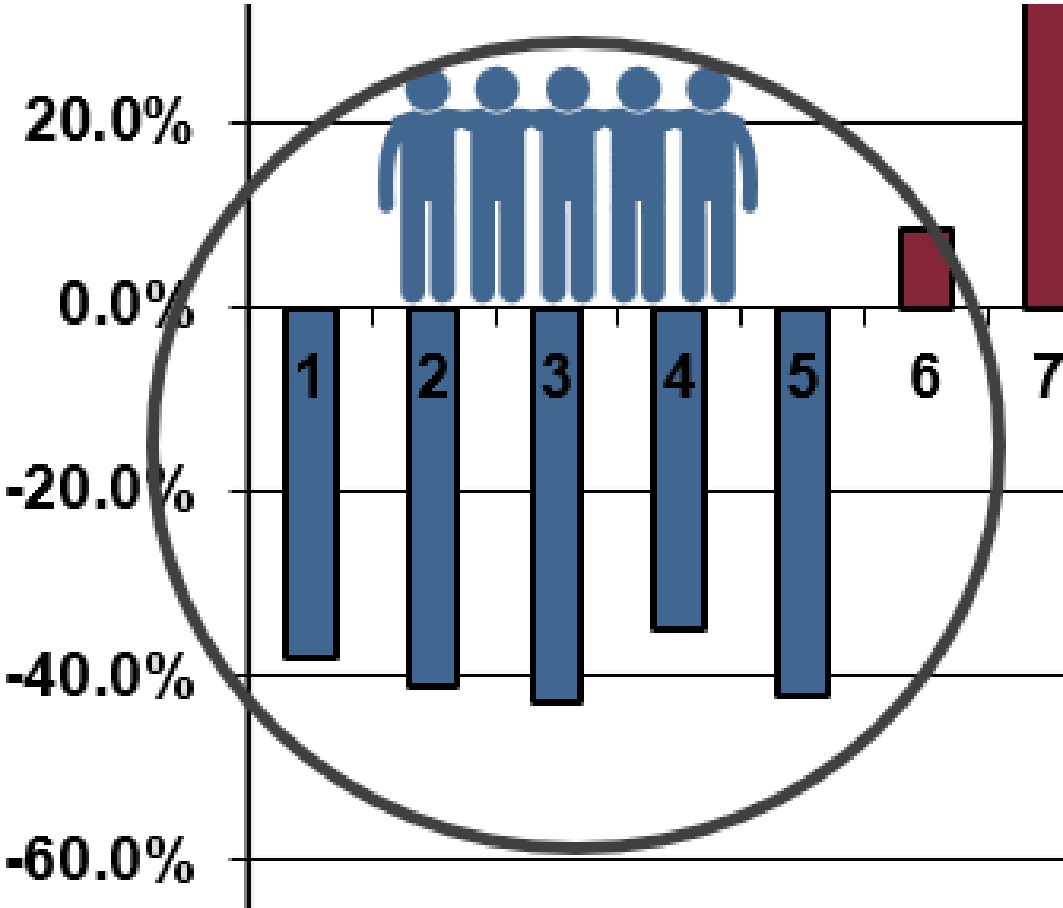
Four Types of Conversation



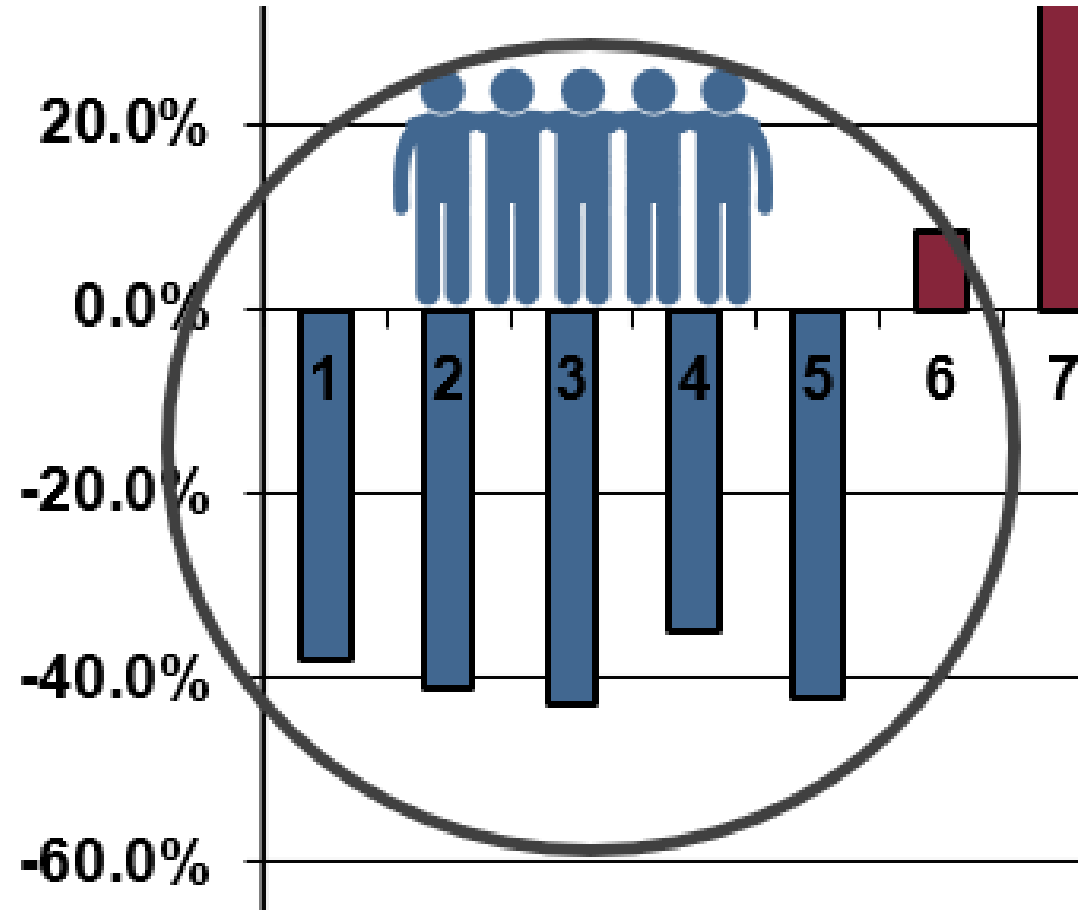
It's Always Chimp Before Human



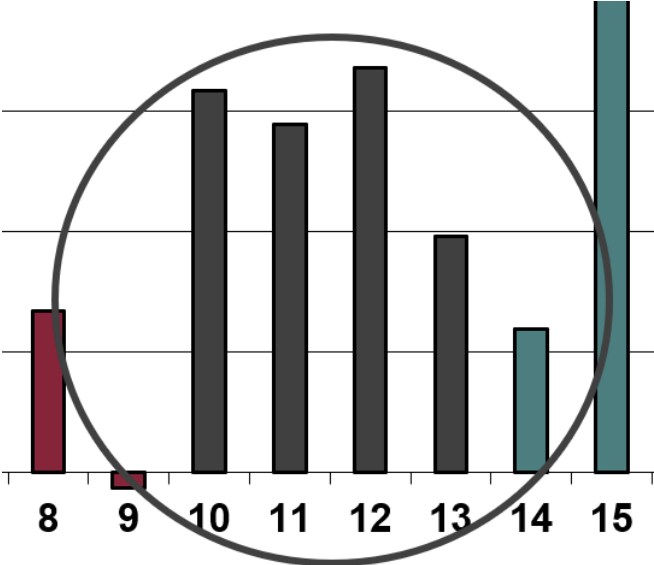
Common Outcomes: Extreme Negativity



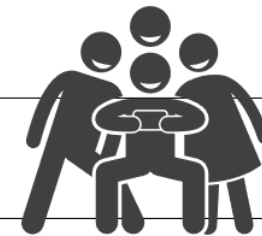
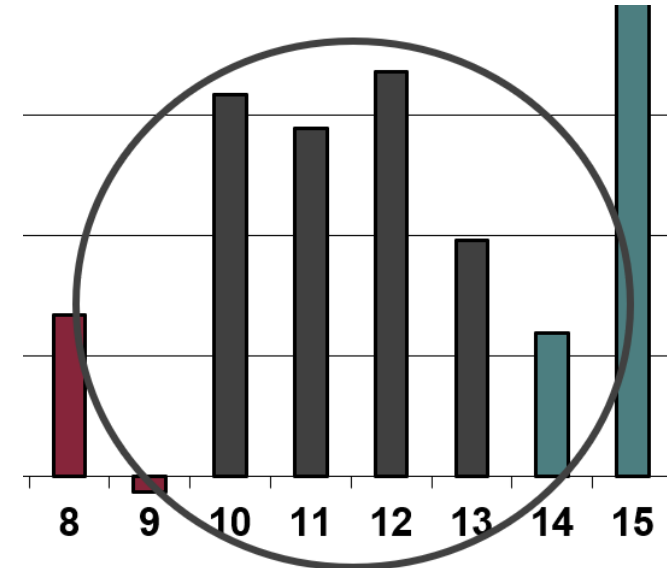
Failing to Surface All Information Because Our Chimps Suggest We Don't Engage



Common Outcomes: Extreme Positivity



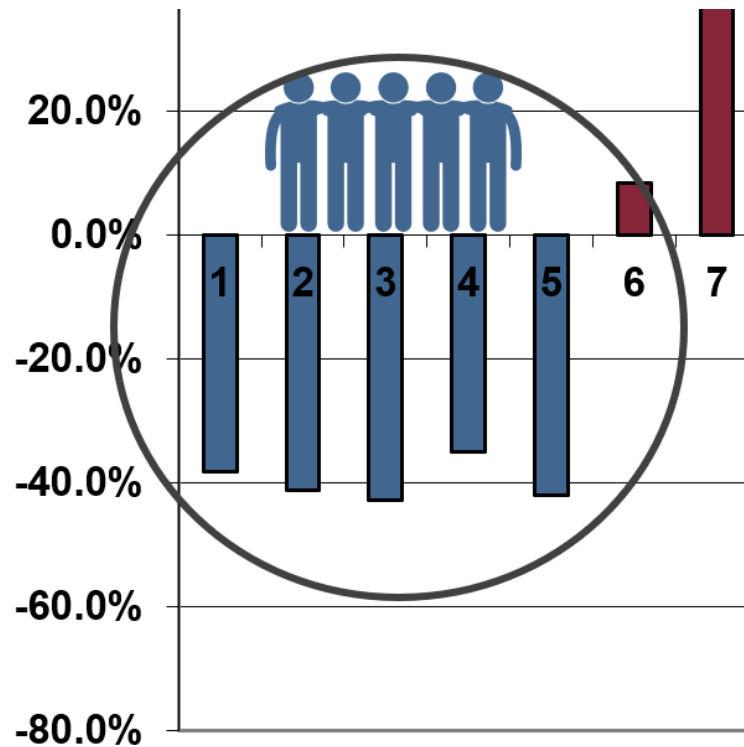
Failing to Surface All Information Because Our Chimps Agree Too Quickly



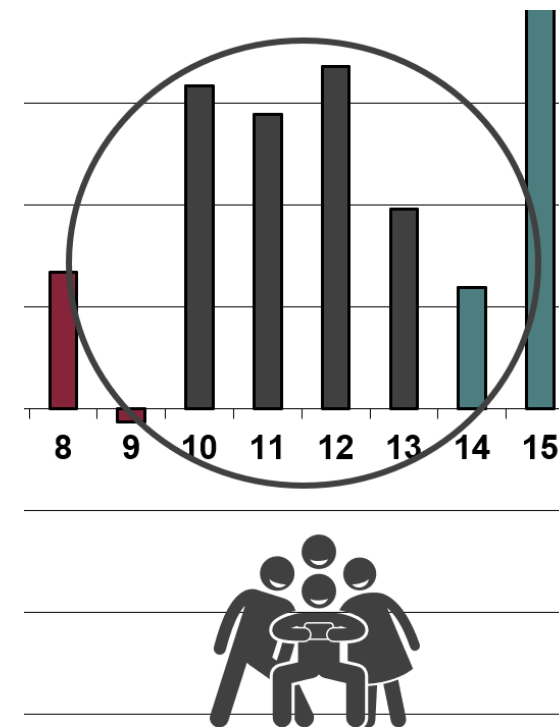
Conformity Effects Causing Us to Fail to Surface All Information



Because Our Chimps Seek to **Avoid** So We Suppress Information



Because Our Chimps Eagerly **Approach** So We Agree Too Early

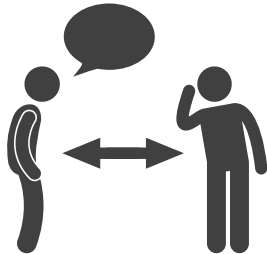




Your Return On Investment



10a. As a leader, to what extent do you enable colleagues to **capture their private perspectives first**, before engaging in a dialogue?



10b. As a leader, to what extent do you enable **all perspectives to be shared** before starting a dialogue?

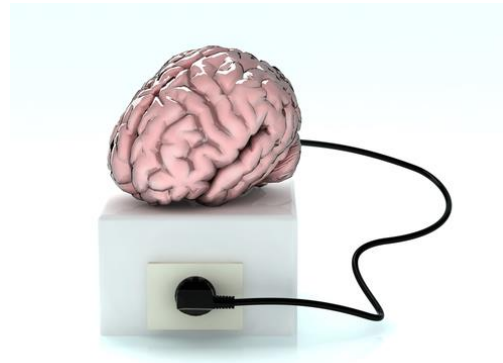
It Ain't What You Don't Know That Gets You Into Trouble

It's what you **know for sure** that **just ain't so**



Adam McKay
The Big Short

Break #1 (of 4 today)



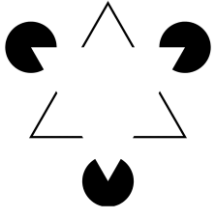
Next session starting at

10:35

Summary of Universal Challenges & Tools #3: Wednesday

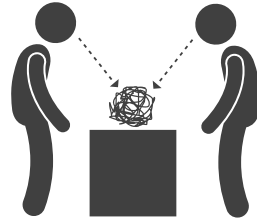
Leading Teams in a Complex World

9. We Do Not Perceive Reality



"The universe is odourless, colourless and silent. The brain generates its own reality"

10. No Two People See Alike



"Reality is constructed differently in different heads"

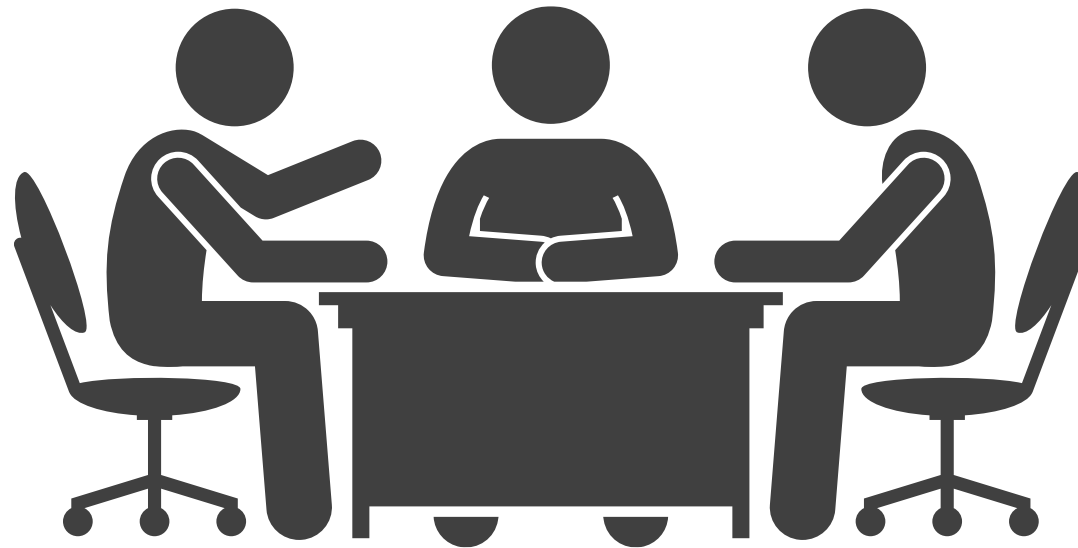
Harness Collective Intelligence



Independently capture perspectives;
take turns to share; only then
collectively decide what is true

ICMIF Advanced Management Course 2024

Foundations for Leading Effective Collaboration: **Collective Intelligence**



Part 2 (of 6)

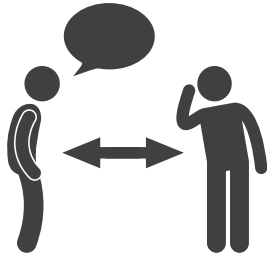
Next break: **11:15**

3 Steps to Collective Intelligence



1. Capture your private perspective

Independently judging what you perceive to be true



2. Take turns to share perspectives without interruption

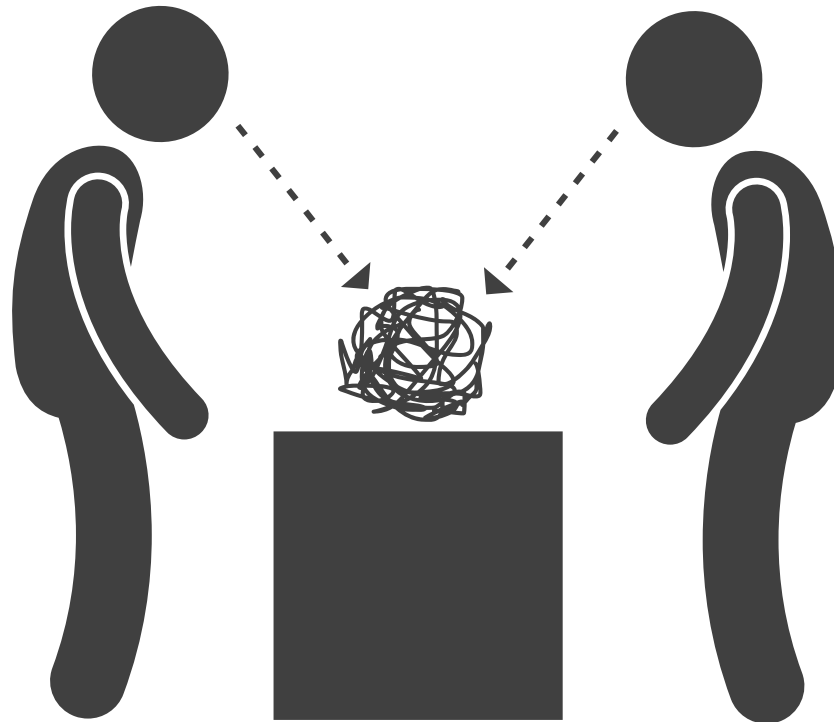
*Sharing perspectives to surface *all* information*



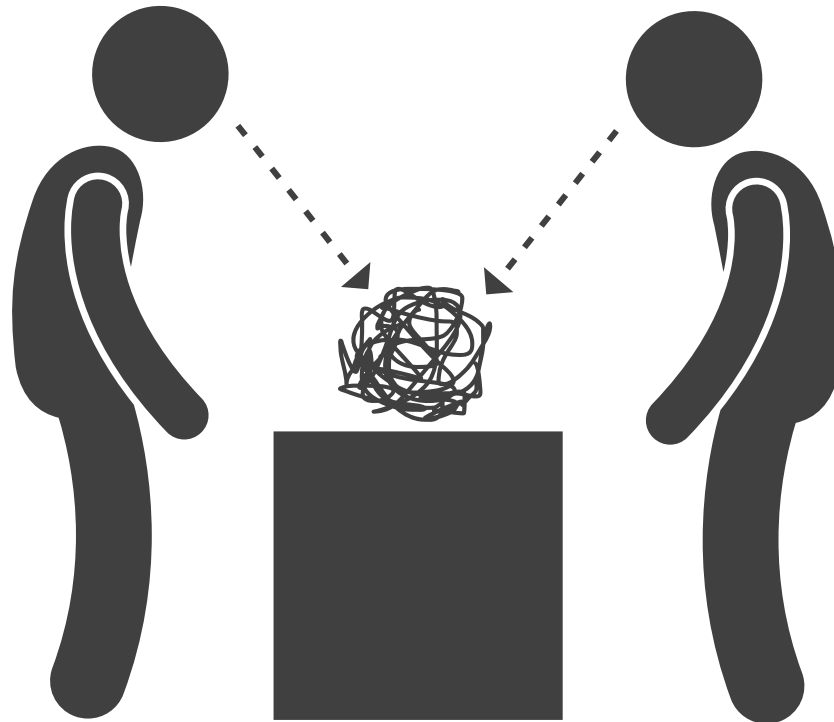
3. Engage in dialogue to synthesise what your combined perspectives mean

*Collectively deciding what is *probably* true*

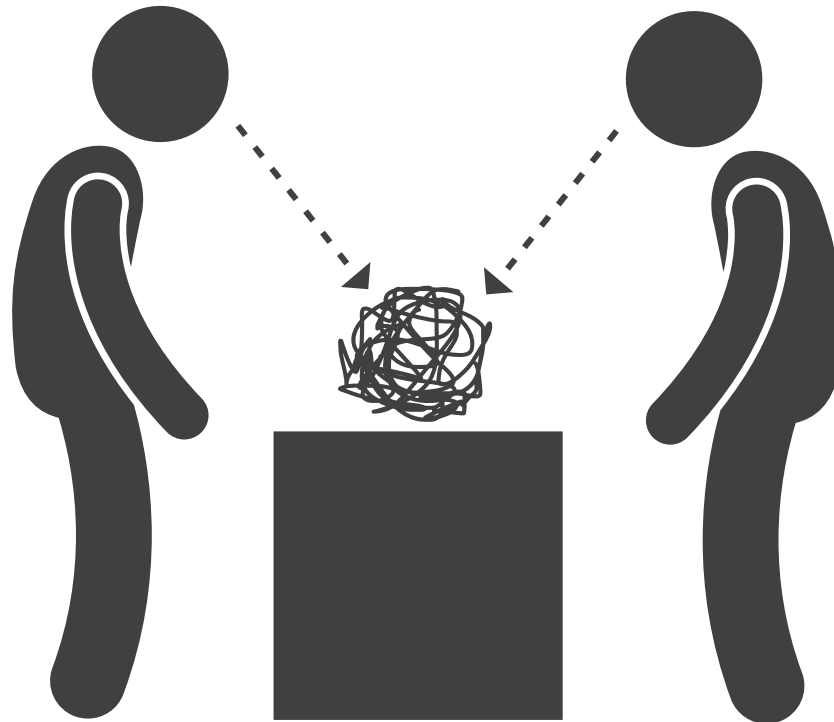
Complex Situations Require



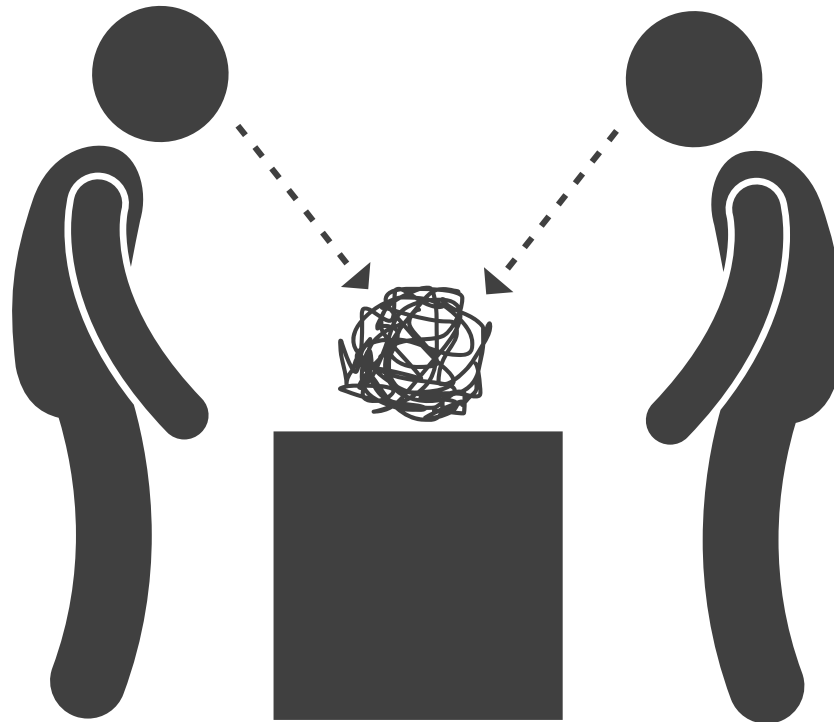
Complex Situations Require Multiple Independent Perspectives to be Shared



Complex Situations Require **Multiple Independent** Perspectives



Complex Situations Require Multiple Independent Perspectives to be Heard



Listening Exercise



Speaker



Listener



Speakers: Talk For 1 Minute About A Passion



Speaker



Listener



Listeners: Be Engrossed for 30 Seconds

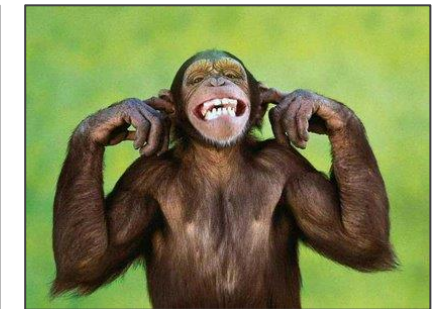
“Go”

Engrossed for 30 secs



“Change”

Completely disinterested



Speakers

How did you feel during the first 30 seconds?

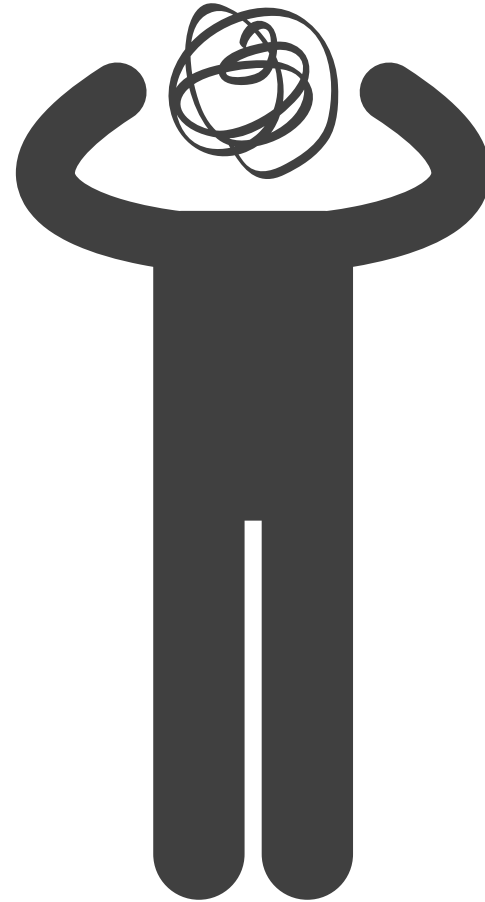
Articulate and Able to Collect Your Thoughts



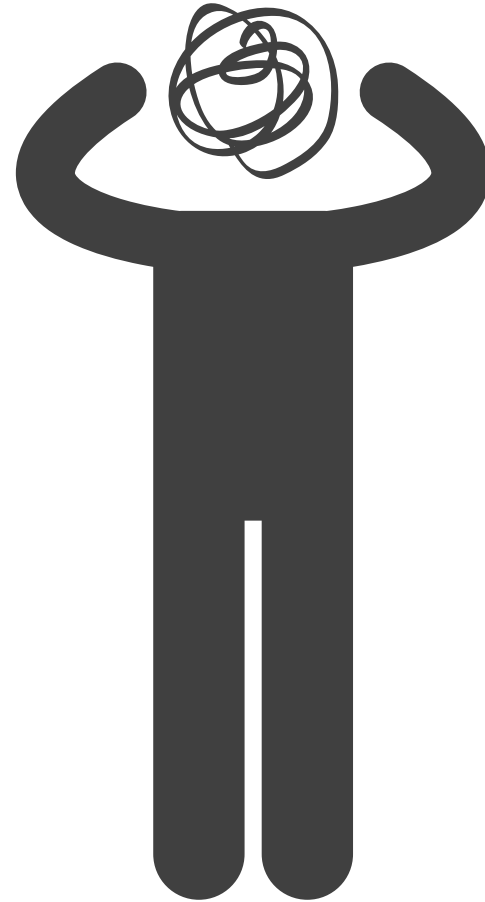
Speakers

What happened when I said “change”?

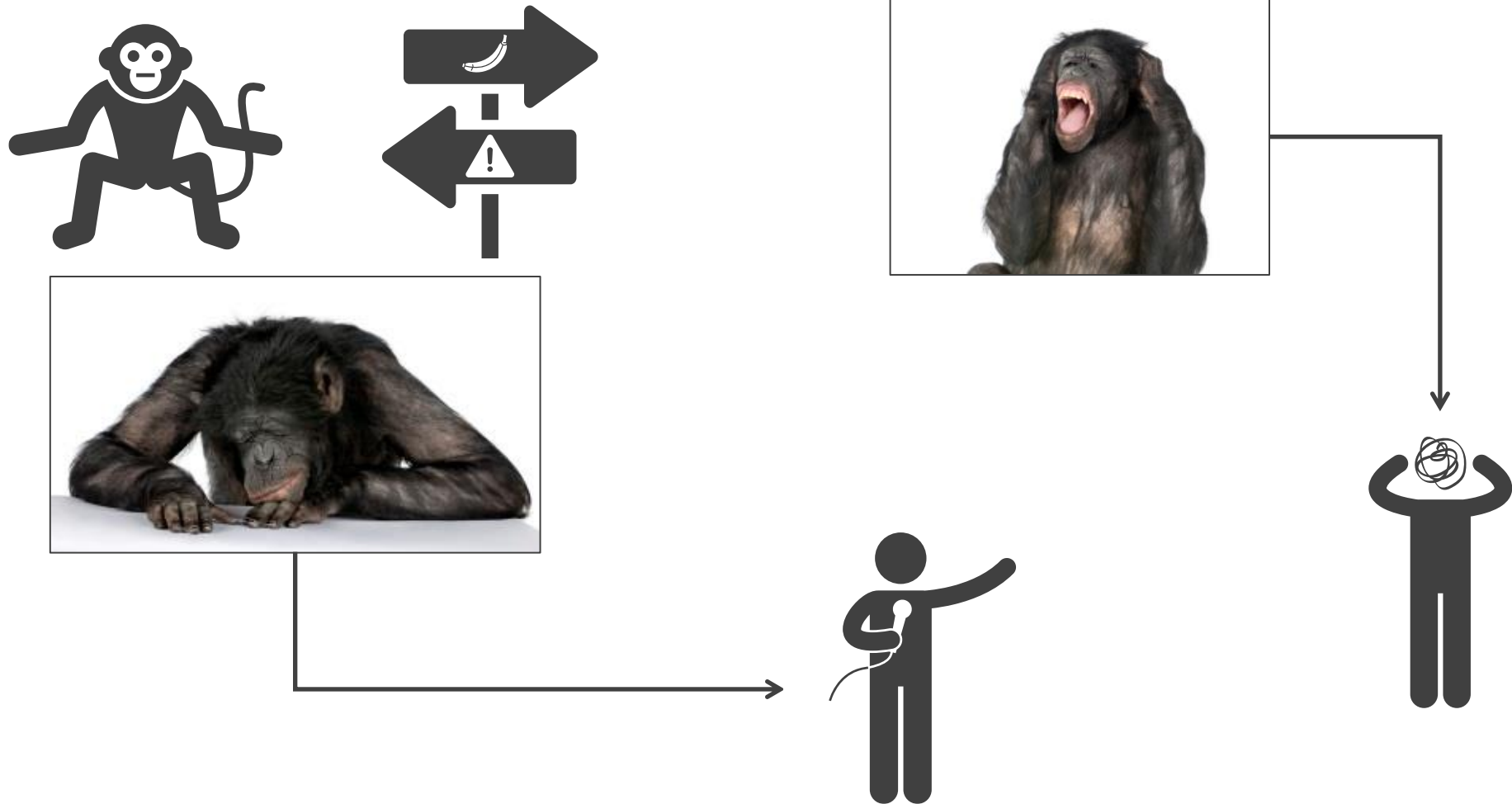
Inarticulate and Unable to Think



You May Have Lost the Capacity to Speak

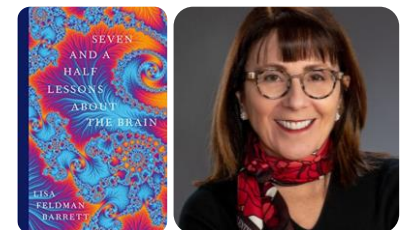


What Just Happened?



Your Brain's Most Important Job Is Not Thinking

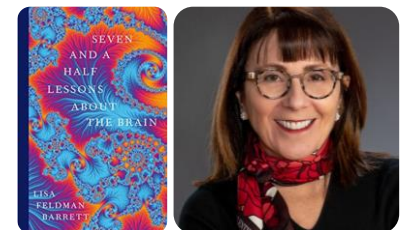
It's **predicting** energy needs before they arise



Lisa Feldman Barrett
Northeastern University

Your Brain's Most Important Job Is Not Thinking

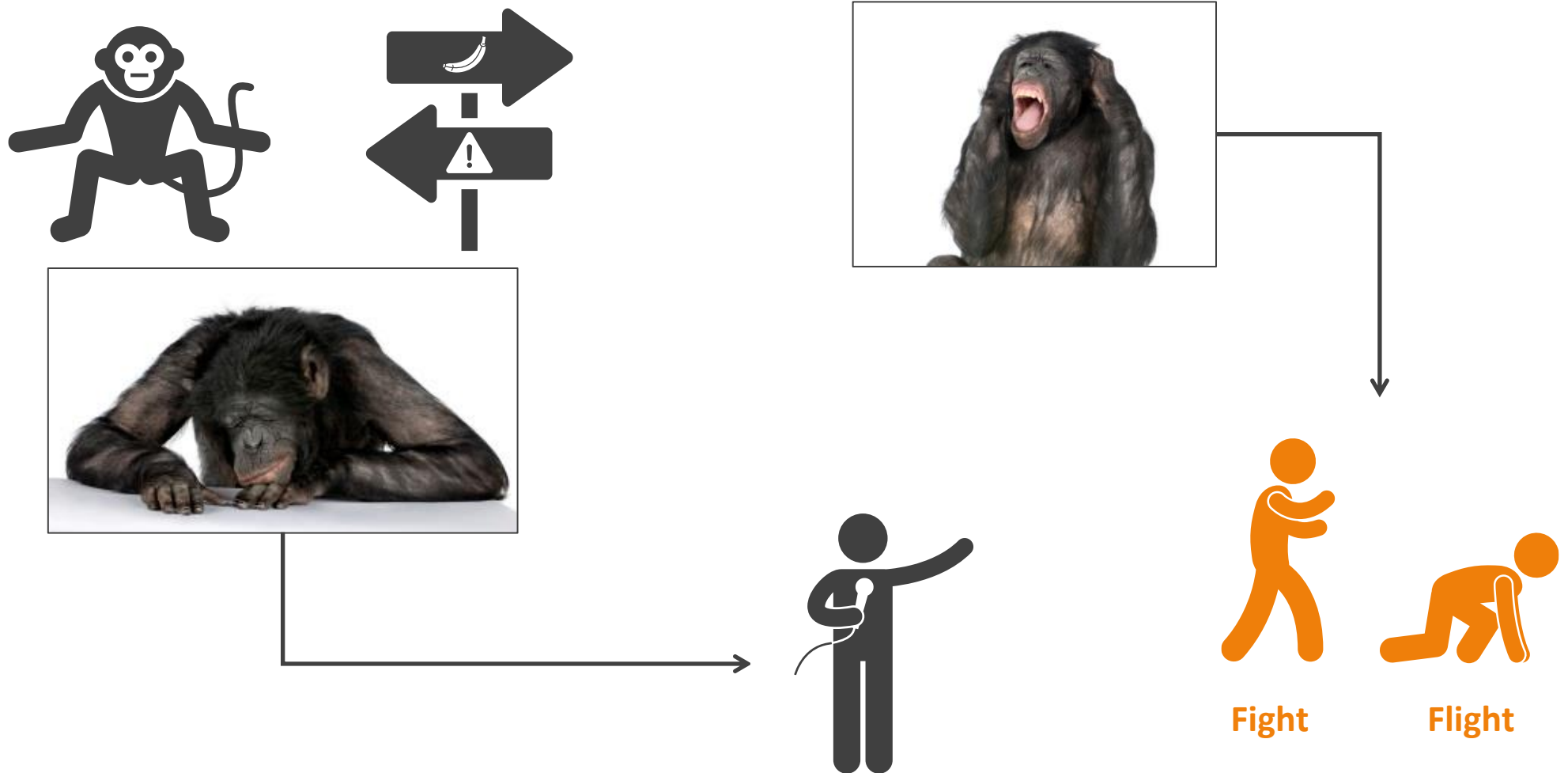
It's **predicting** energy needs before they arise
so you can **efficiently** make worthwhile
movements and survive



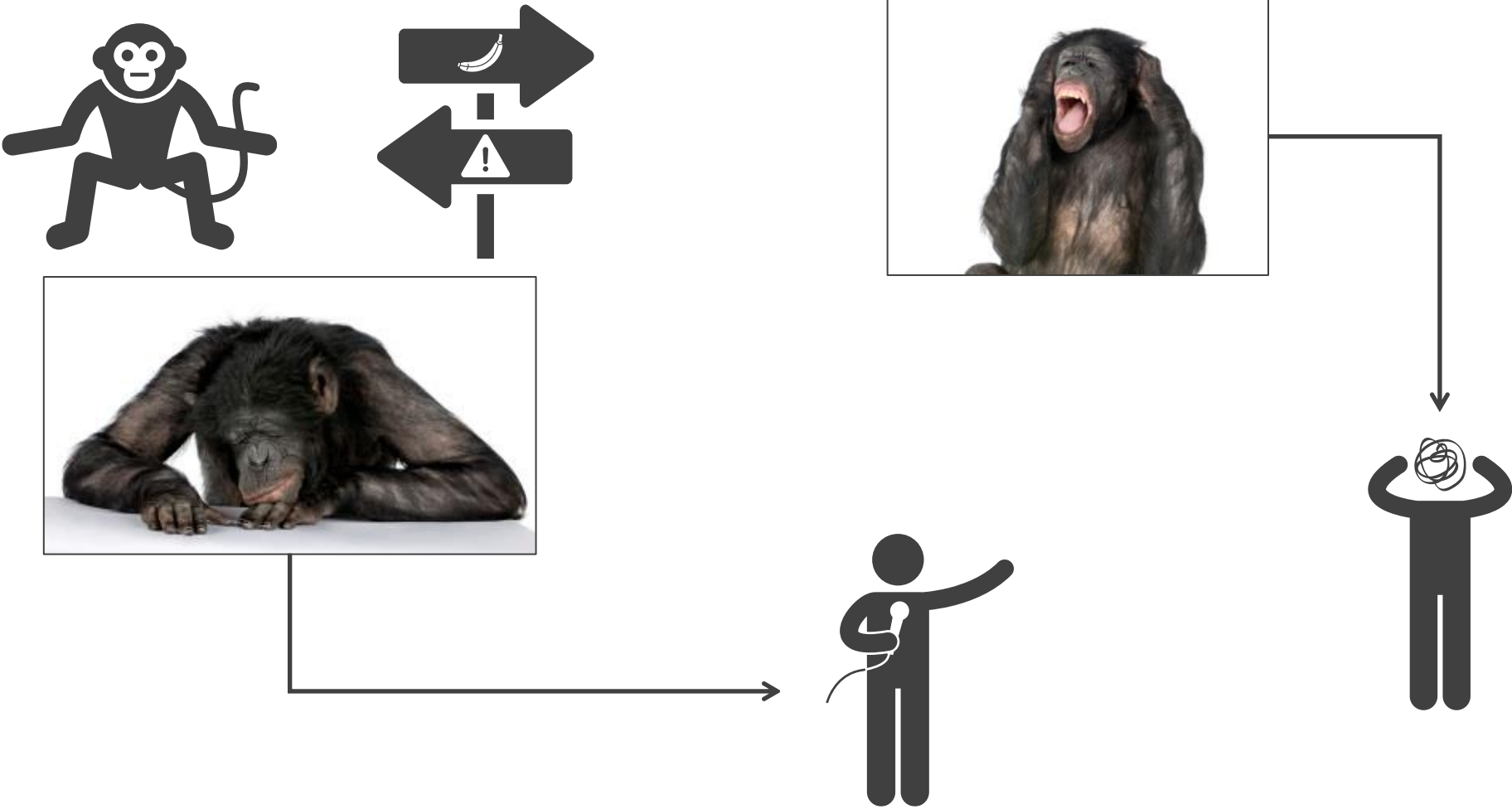
Lisa Feldman Barrett
Northeastern University

“Neural Alarm”

Preparing For Fight or Flight

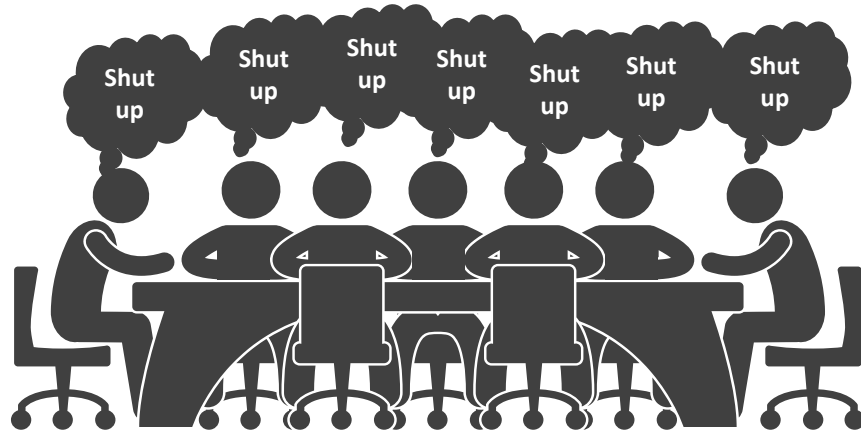


How We Listen Impacts How Effectively Colleagues Share Their Perspectives



There Are Two Broad Types of Listening

Listening to Respond



The listener's attention is mostly on:
themselves
Reduces collective intelligence

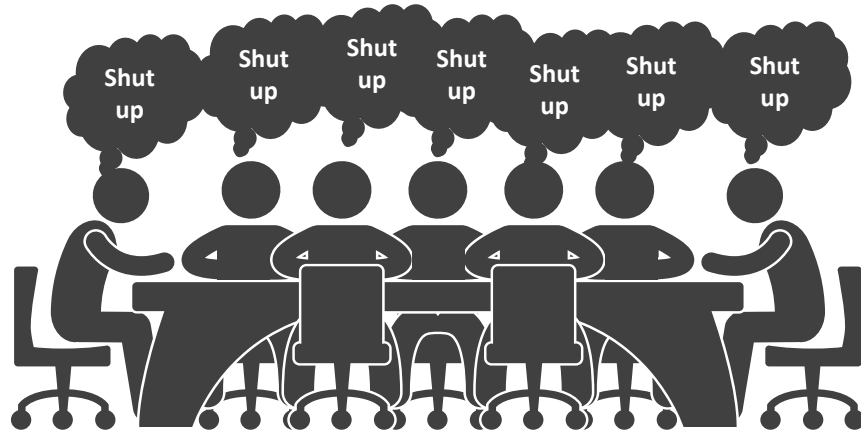
Listening to Understand



The listener's attention is mostly on:
the speaker
Supports collective intelligence

We Pay Attention

Listening to Respond



The listener's attention is mostly on:
themselves
Reduces collective intelligence

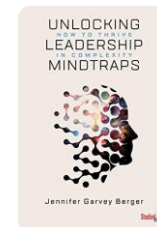
Listening to Understand



The listener's attention is mostly on:
the speaker
Supports collective intelligence

~~Two~~ Three Types of Listening

A lot of the time we're listening for a purpose
and mostly that **purpose is hidden from us**



Jennifer Garvey Berger
Cultivating Leadership

Which Is Your Default Listening Style?

Listening to **Fix**

Attention is on:
yourself

Seeking to:
problem solve

How can I immediately:
use my expertise
to make your problem go away?

“Have you tried [my approach]”?

Listening to **Win**

Attention is on:
yourself

Seeking to:
influence behaviour

How can I immediately:
change your Chimp’s perception
to make your problem go away?

“Don’t [be so sad]”

Listening to **Understand**

Attention is on:
the speaker

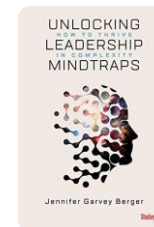
Seeking to:
see through their eyes

Humbly acknowledge we may
not currently know enough
to make the problem go away

*“Please help me to understand
what led you to
[draw that conclusion]”*

In the Past, When Things Were Changing More Slowly and We Were Less Interconnected

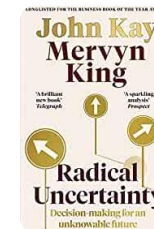
We could rely on our **experience** to tell us what would **probably happen next**



Jennifer Garvey Berger
Cultivating Leadership

Most Important Challenges in a Complex World are Unique Events

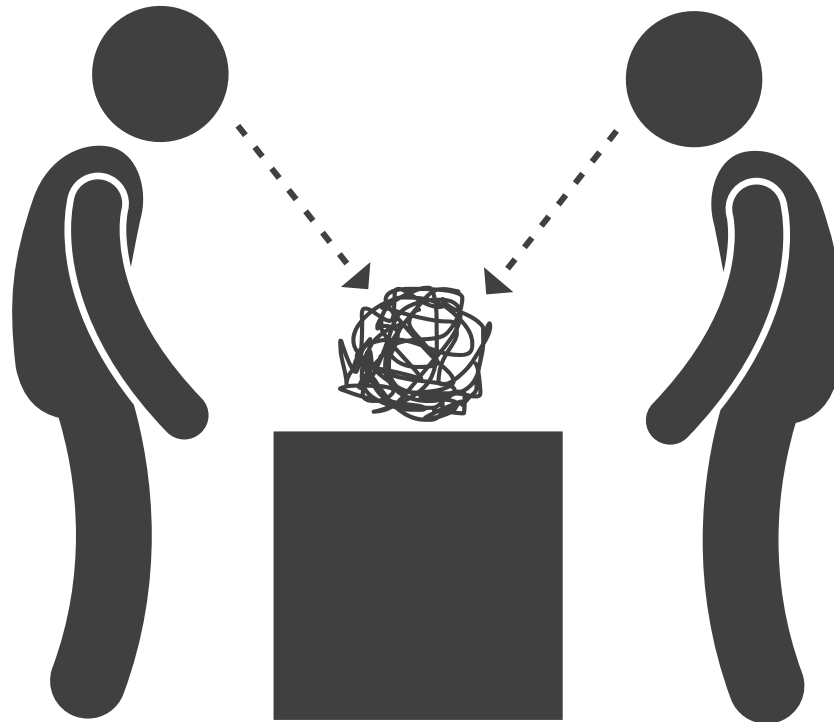
So intelligent responses are inevitably **judgements** which reflect an **interpretation** of a particular situation



Sir John Kay and Lord Mervyn King

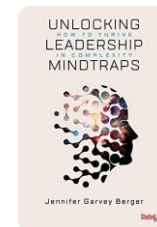
Former Dean of Oxford Said Business School and former Governor of the Bank of England

Have You Ever Seen a Complex Situation Differently to Others?



We Each Look at the World

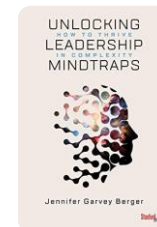
And **believe** we see the world as it is



Jennifer Garvey Berger
Cultivating Leadership

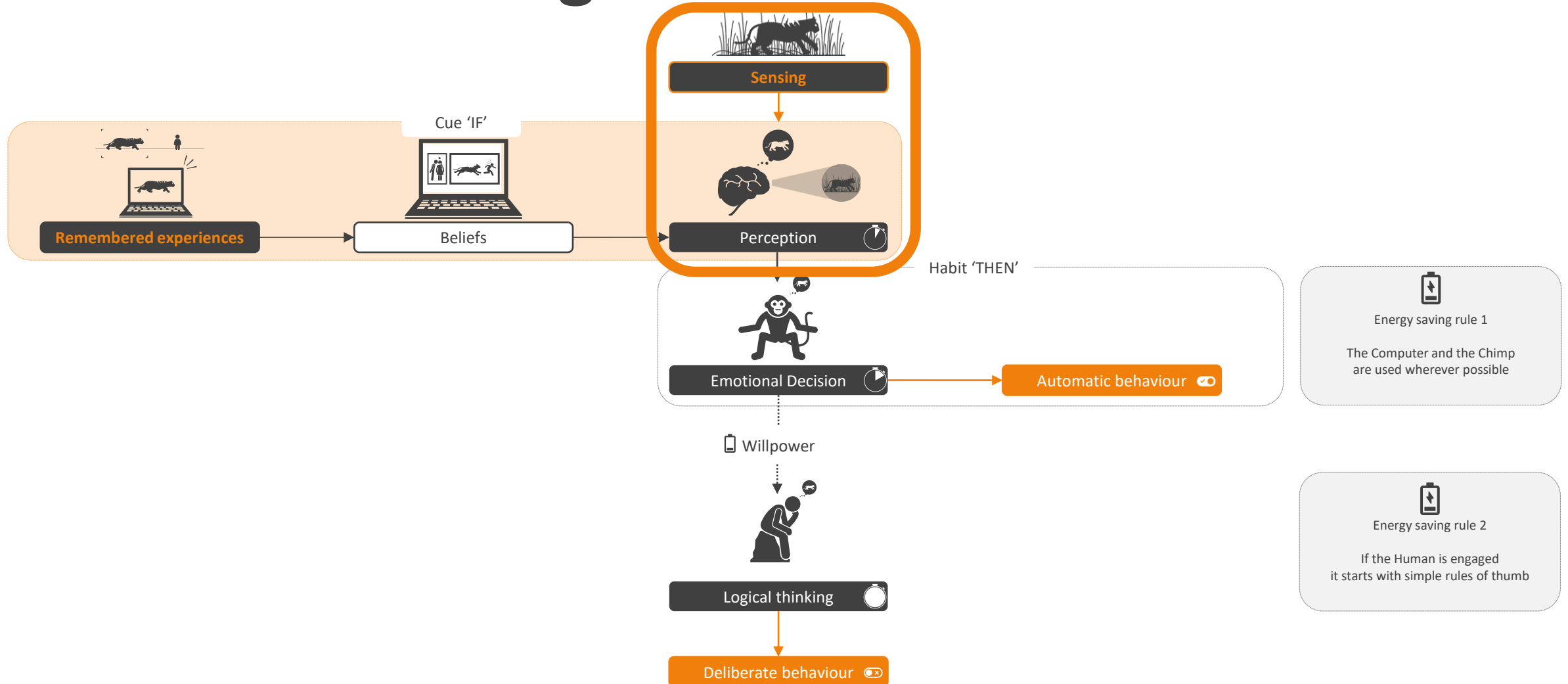
We Each Look at the World

In truth, we see the world as **we are**



Jennifer Garvey Berger
Cultivating Leadership

We Each Look at the World Through Different Frames



Why Do So Many People Especially in Leadership Positions

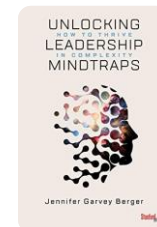
Seem to believe that their role is to express a **unique, distinct**, even **original point of view** and, at the same time, find it troubling when **others don't agree with them?**



Olivier Sibony
HEC Paris, McKinsey

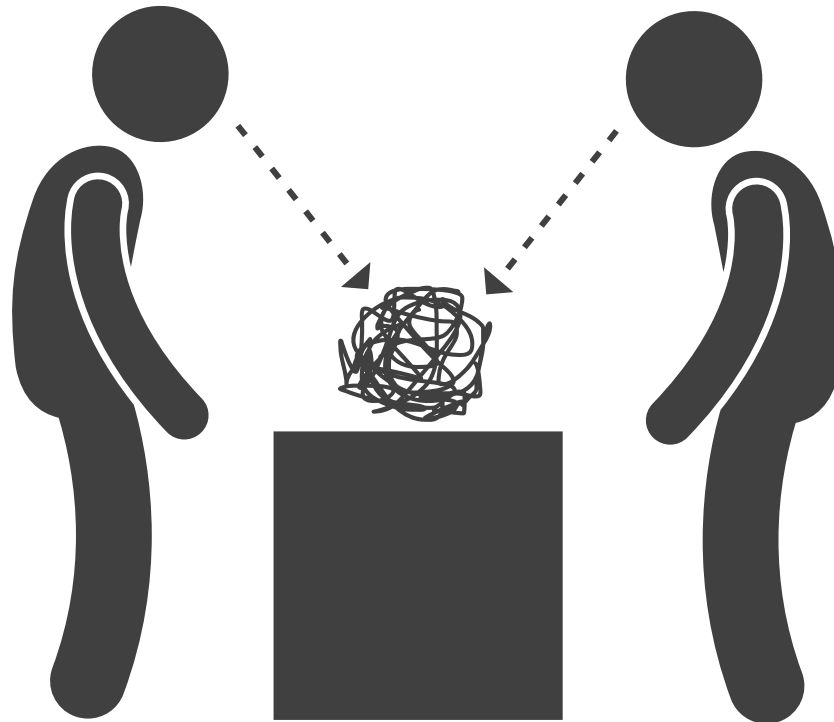
Because We Believe in What We See

We have a sense of our **being right** about most things most of the time



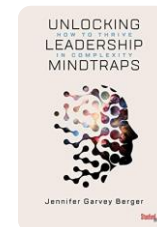
Jennifer Garvey Berger
Cultivating Leadership

Is It Reasonable For Others to See A Complex Situation Differently to You?



When You Hear Yourself Saying I've Seen this Before and I know How it Goes

Remind yourself that if it's **complex**
you haven't seen something like it before
and you have **no idea where it goes**



Jennifer Garvey Berger

Cultivating Leadership

Listening to Understand

Be **curious** not judgemental



“Ted Lasso”
Apple+

Source: Apple+

Listening to Understand

Situation:

Understanding My Response

1. How does my Chimp feel?



2. What does my Human know?



Advanced Listening to Understand

Situation:

Understanding My Response

1. How does my Chimp feel?



2. What does my Human know?



What Do They See?

3. What's in the other person's Computer?



Advanced Listening to Understand

Situation:

Understanding My Response

1. How does my Chimp feel?



2. What does my Human know?



What Do They See?

3. What's in the other person's Computer?



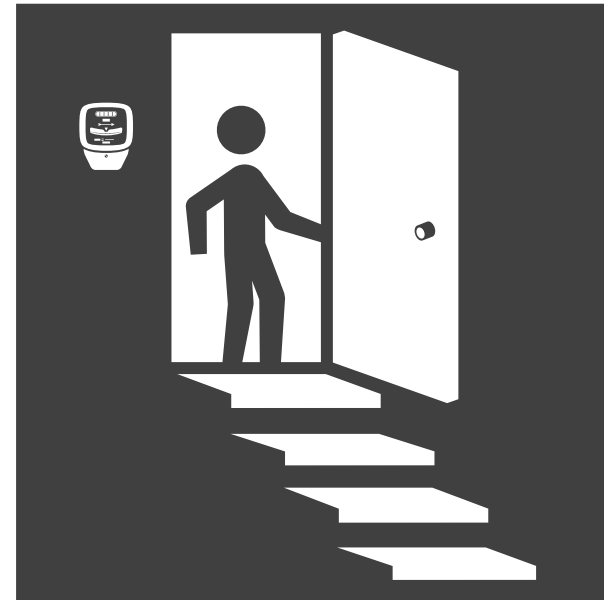
4. What can they see that I can't?

Context Triggers Habits

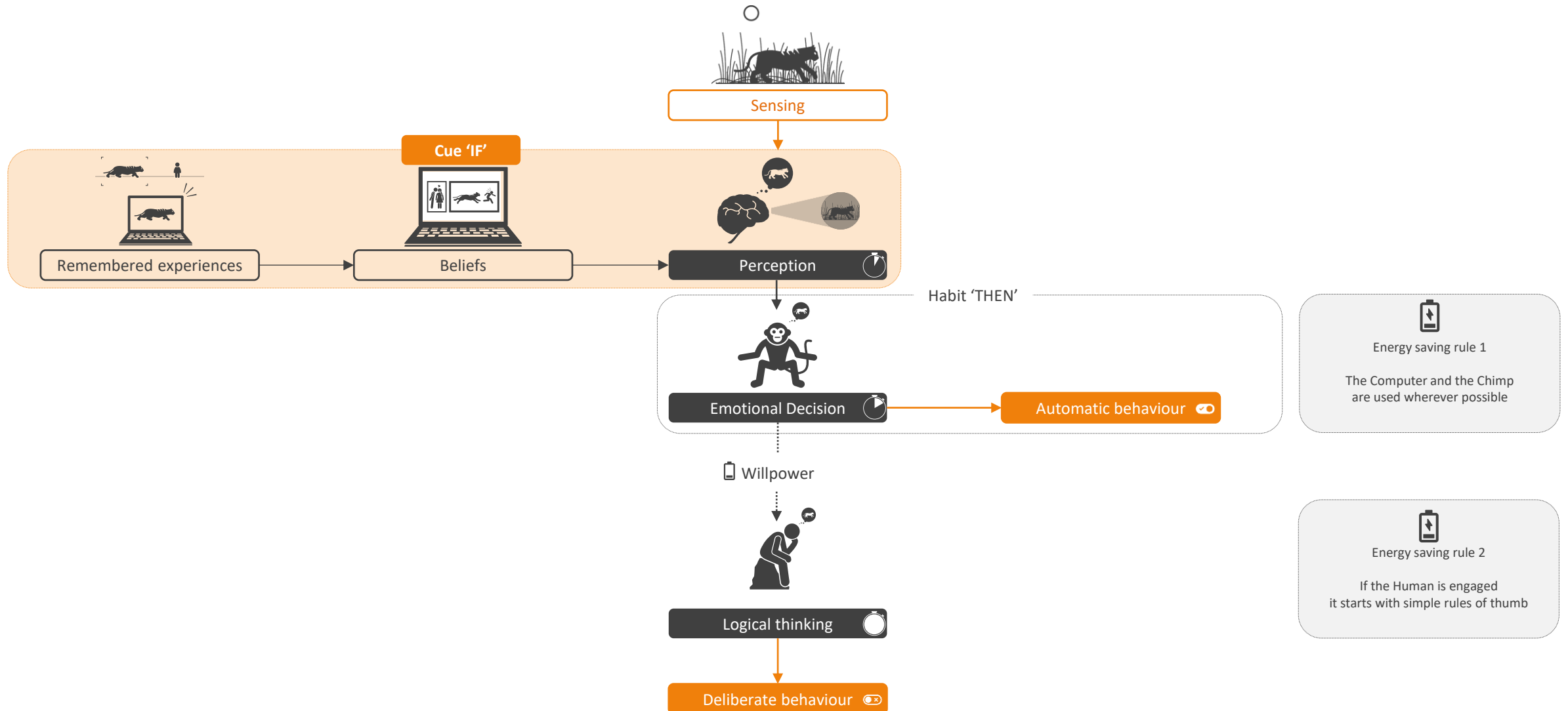
A. Meter in the hall



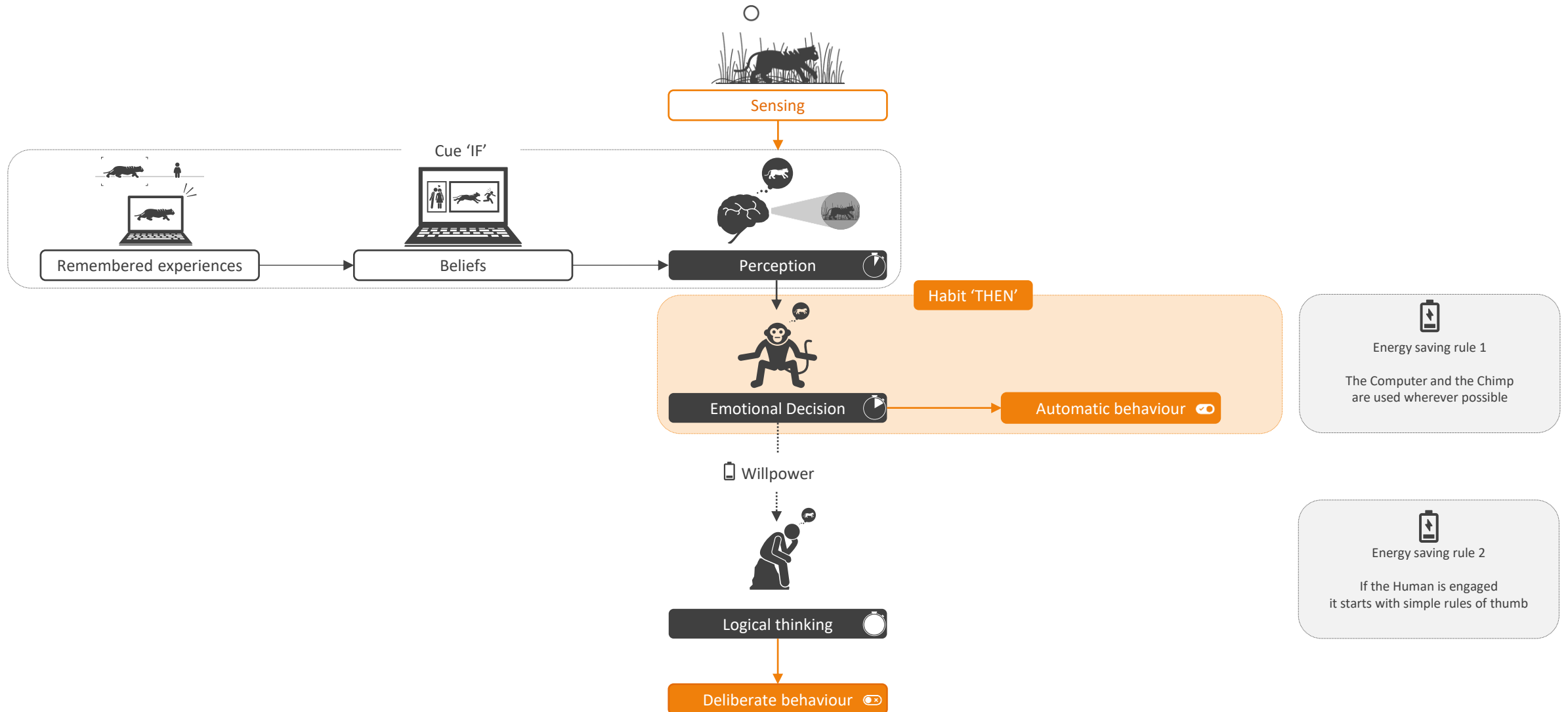
B. Meter in the basement



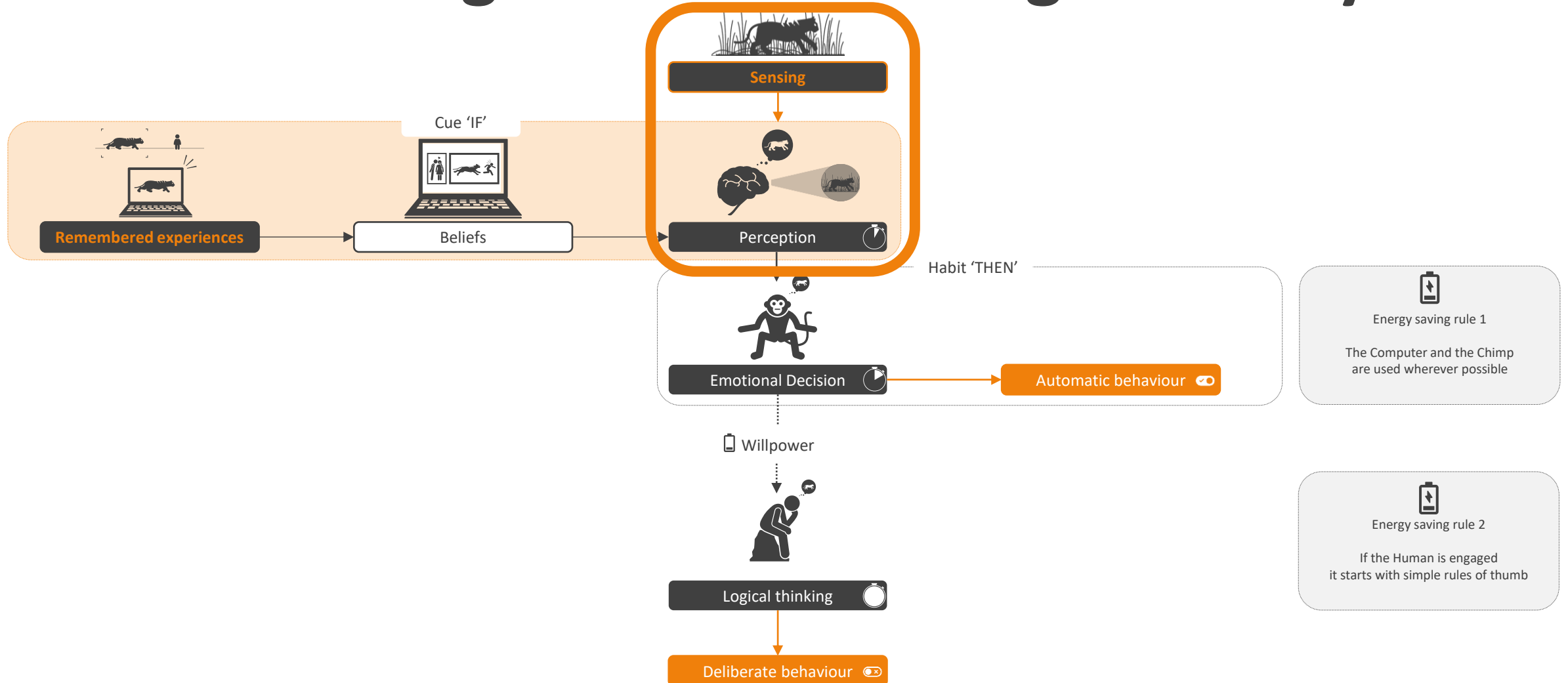
Context Triggers Habits



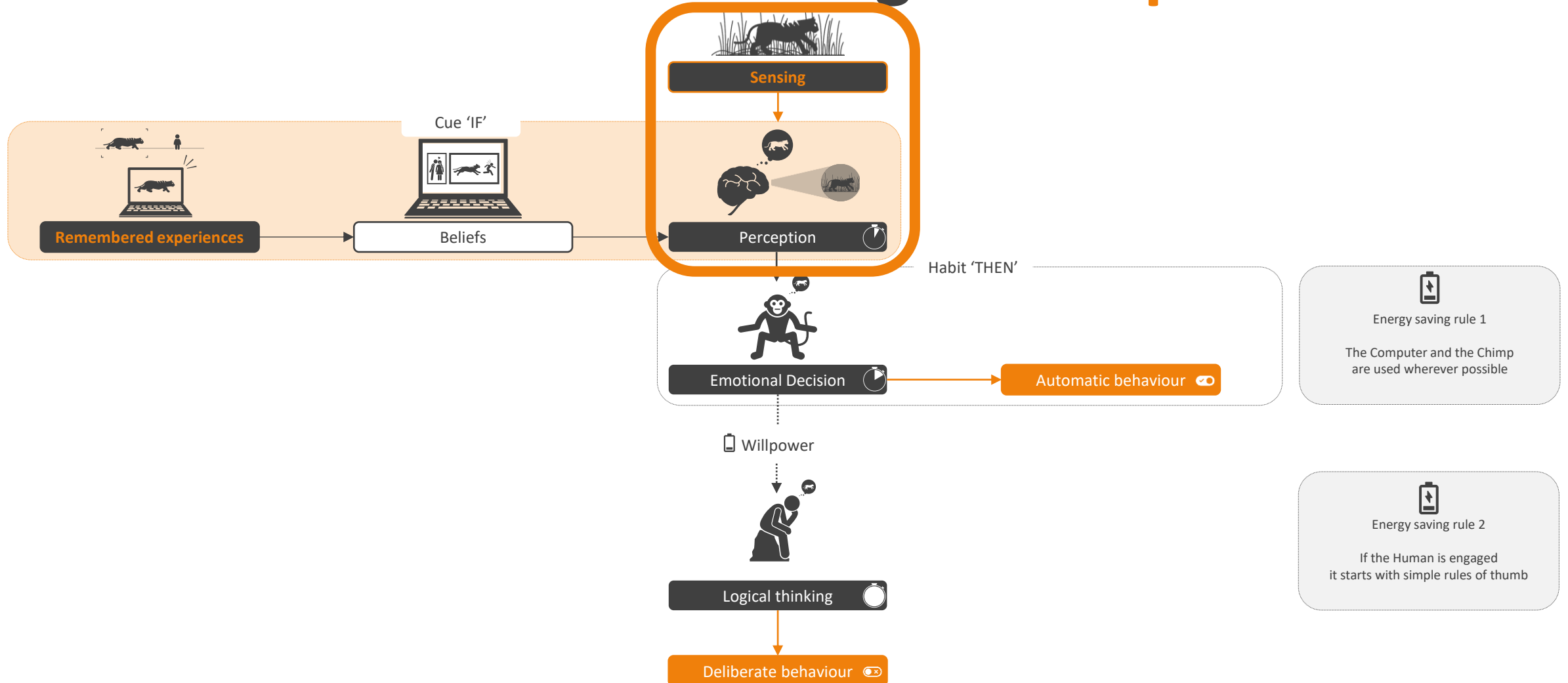
Context Triggers Habits



As a Leader, Create a Context That Makes Achieving Collective Intelligence Easy



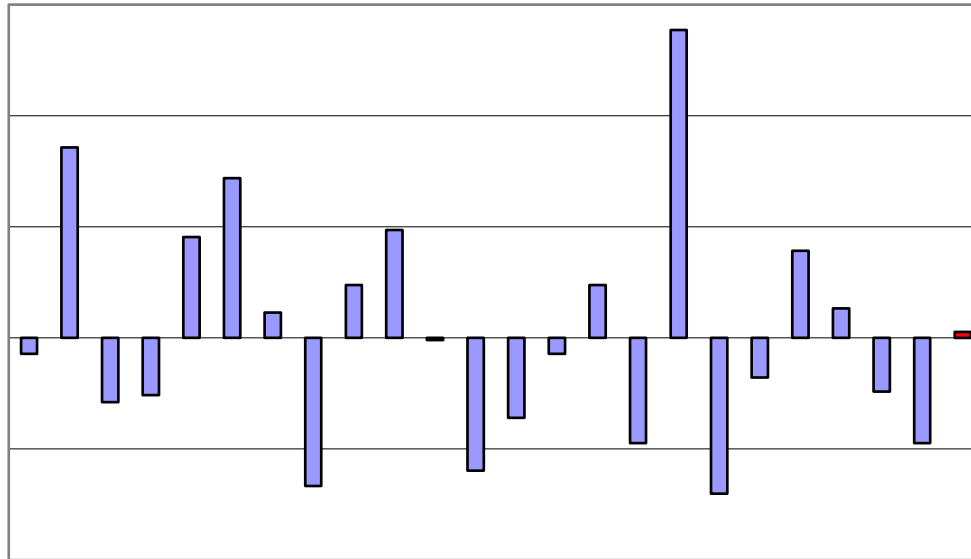
Create a Context To Judge What Is True and Decide What to Do Through **Multiple Frames**





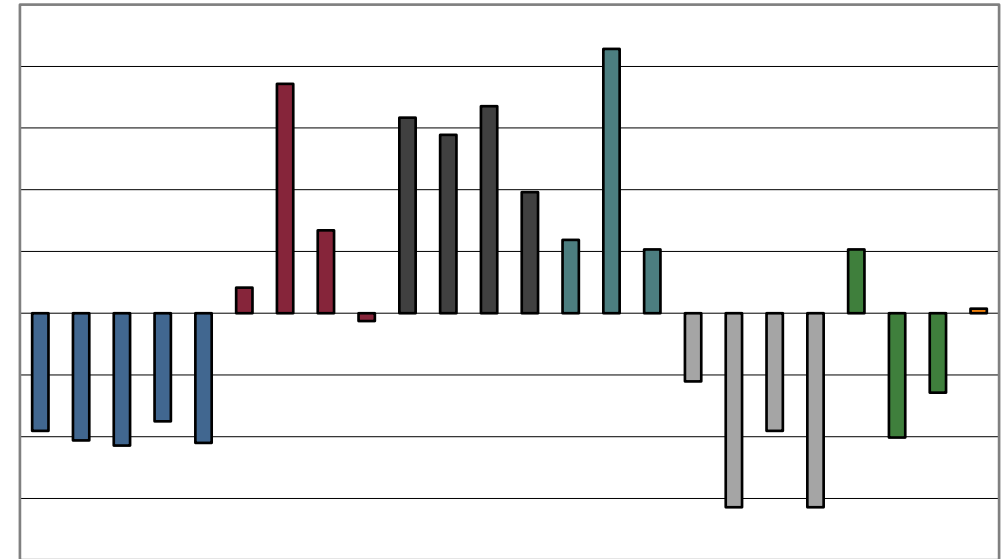
1. Create A Context Where People Collect Their Private Perspectives First

Collective intelligence in action

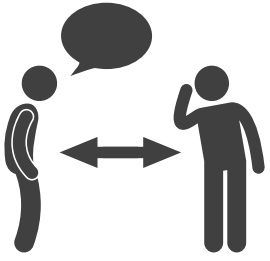


- One guess per person
- No conferring
- *Independent* judgements

Collective intelligence - biased



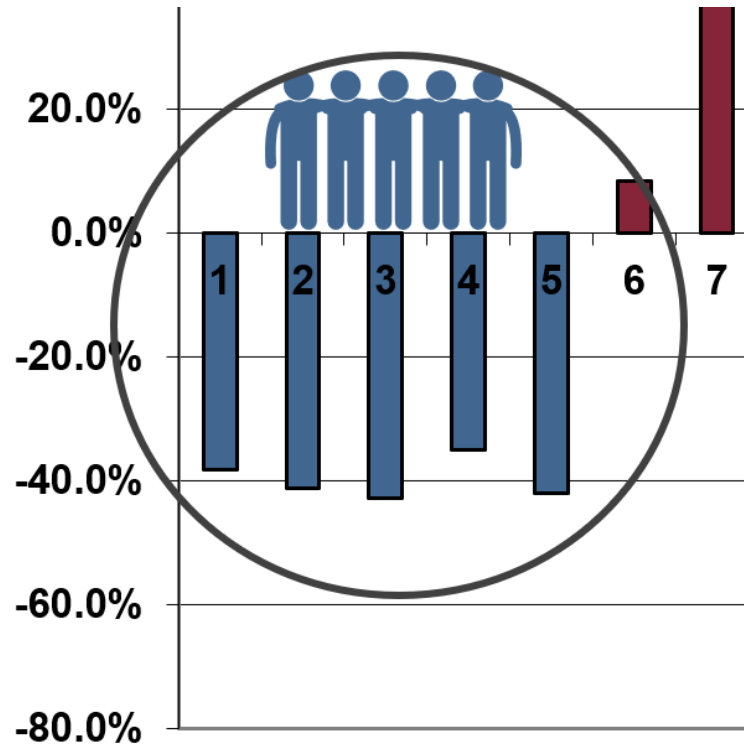
- One guess per person
- *Discuss in groups*
- *Biased* judgements



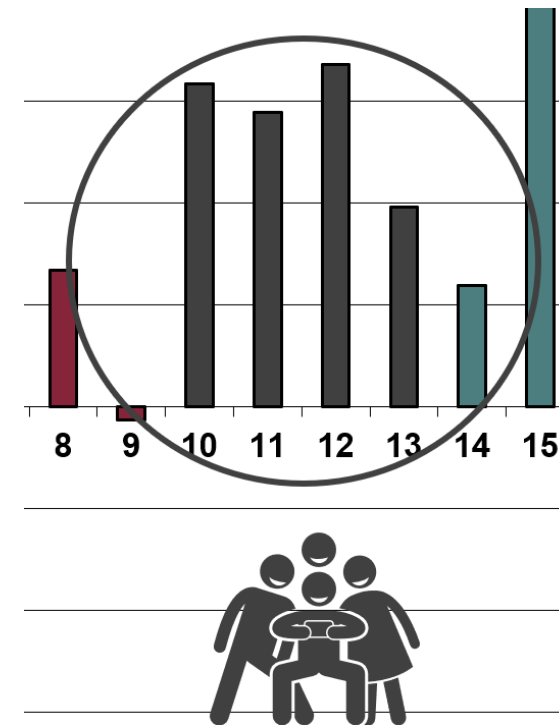
2. Create a Context Where All Perspectives Are Heard

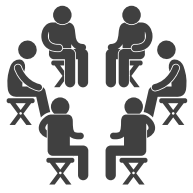


Because Our Chimps Seek to **Avoid**
So We Suppress Information

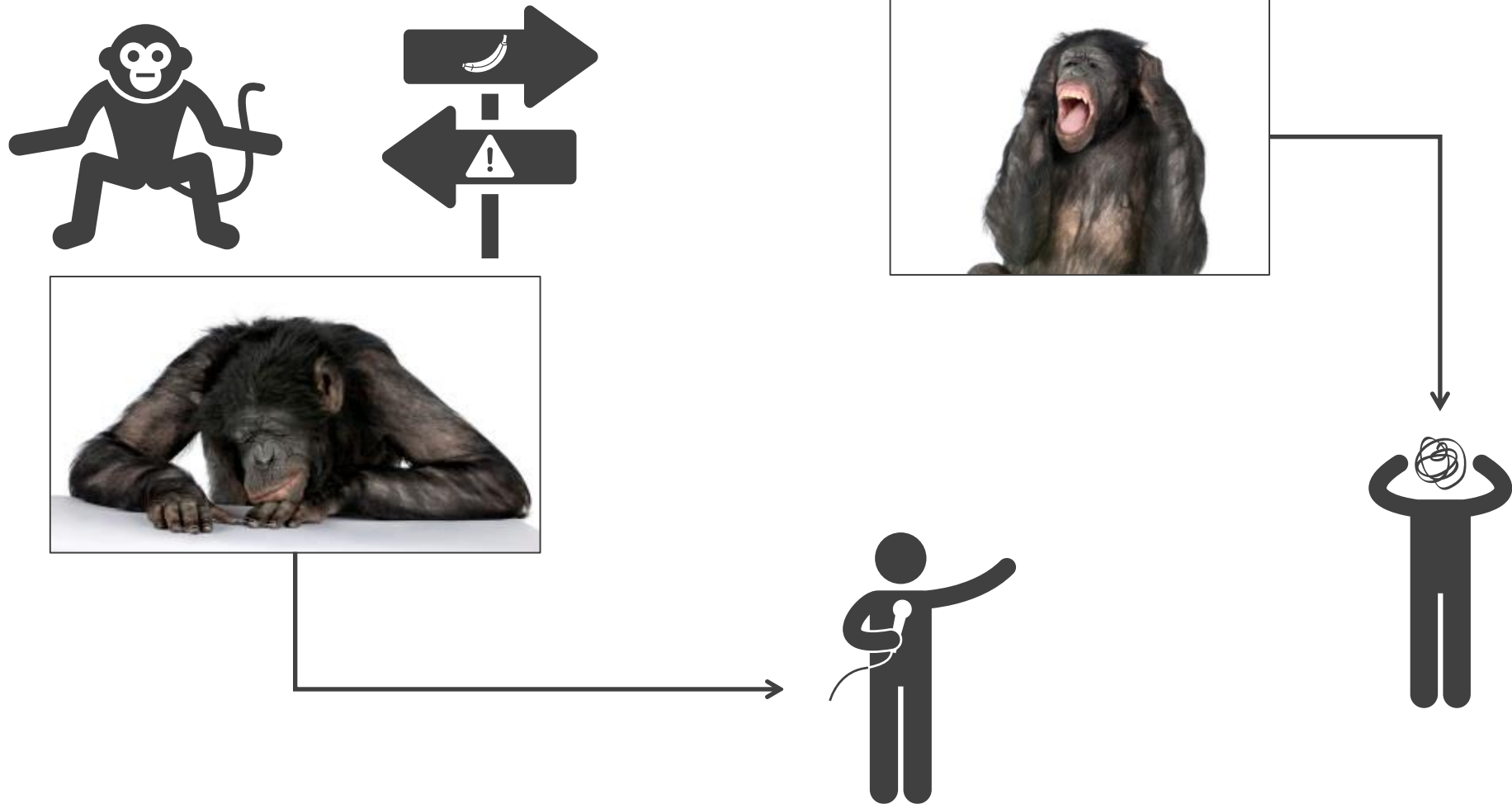


Because Our Chimps Eagerly **Approach**
So We Agree Too Early





3. Create a Context Where People Can Engage in Effective Dialogue

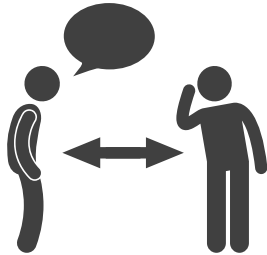


3 Steps to Collective Intelligence



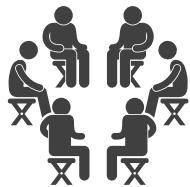
1. Capture your private perspective

Independently judging what you perceive to be true



2. Take turns to share perspectives without interruption

*Sharing perspectives to surface *all* information*






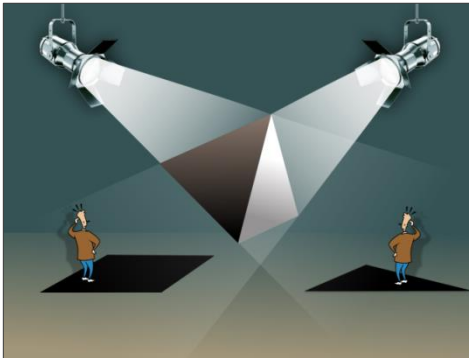
3. Engage in dialogue to synthesise what your combined perspectives mean

*Collectively deciding what is *probably* true*




Key Tool: Healthy Conversations

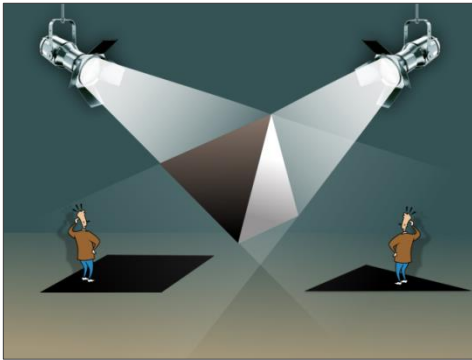
Because we do not perceive reality

1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 



A Healthy Conversation Framework That is Chimp-Friendly




1. Capture your private perspective 
2. Share perspectives without interruption 
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 





Your Return On Investment



-  1. Capture your private perspective
-  2. Share perspectives without interruption
 - Ask 'what do you see?'
 - Seek to understand
 - Show you understand
-  3. Engage in dialogue to synthesise what your combined perspectives mean

11. Where in your work would the healthy conversation framework help you to harness the 3 steps to collective intelligence?

Thoughtful Disagreement

In thoughtful disagreement, your goal is **not to convince the other party** that you are right—it is to **find out which view is true** and **decide what to do about it**



Ray Dalio

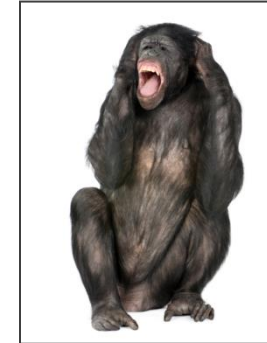
Bridgewater Associates LLP

When Collective Intelligence is Working...

Truncated Thinking



Truncated Thinking



Open Exploration



black	grey	shadow	graphite	iron	white
midnight	pewter	cloud	silver	smoke	ivory
grease	slate	anchor	ash	porpoise	chiffon
sable	dove	fog	flint	charcoal	linen
obsidian	pebble	lead	coin	fossil	frost

Open Exploration



Optional Remote Collaboration Reference

Collaboration

Helping others is a priority, even when it is not immediately related to the goals that you are trying to achieve. Similarly, you can rely on others for help and advice—in fact, you're expected to do so. Anyone can chime in on any subject, including people who don't work at GitLab. The person who's responsible for the work decides how to do it, but they should always take each suggestion seriously and try to respond and explain why it may or may not have been implemented.

Kindness

We value caring for others. Demonstrating we care for people provides an effective framework for challenging directly and delivering feedback. We disagree with companies that say [Evaluate People Accurately, Not "Kindly"](#). We're all for accurate assessment, but we think it must be done in a kind way. Give as much positive feedback as you can, and do it in a public way.

Share

There are aspects of GitLab culture, such as intentional transparency, that are unintuitive to outsiders and new team members. Be willing to invest in people and engage in open dialogue. For example, consider making private issues public wherever possible so that we can all learn from the experience. Don't be afraid of judgement or scrutiny when sharing publicly, we all understand [it's impossible to know everything](#).

Everyone can **remind** anyone in the company about our values. If there is a disagreement about the interpretations, the discussion can be escalated to more people within the company without repercussions.

Share problems you run into, ask for help, be forthcoming with information and **speak up**.

Negative feedback is 1-1

Give negative feedback in the smallest setting possible. One-on-one video calls are preferred. If you are unhappy with anything (your duties, your colleague, your boss, your salary, your location, your computer), please let your boss, or the CEO, know as soon as you realize it. We want to solve problems while they are **small**.

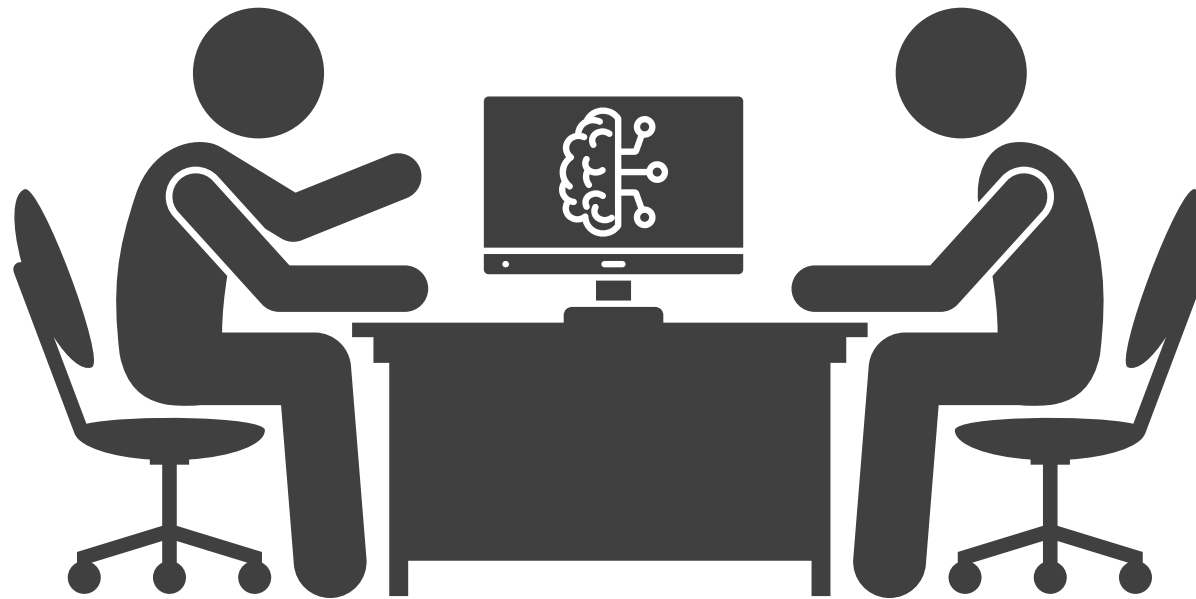
Negative *feedback* is distinct from negativity and disagreement. If there is no direct feedback involved, strive to discuss disagreement [in a public channel](#), respectfully and [transparently](#).

In a [GitLab Unfiltered interview on values](#), GitLab co-founder and CEO Sid Sijbrandij offers the following context.

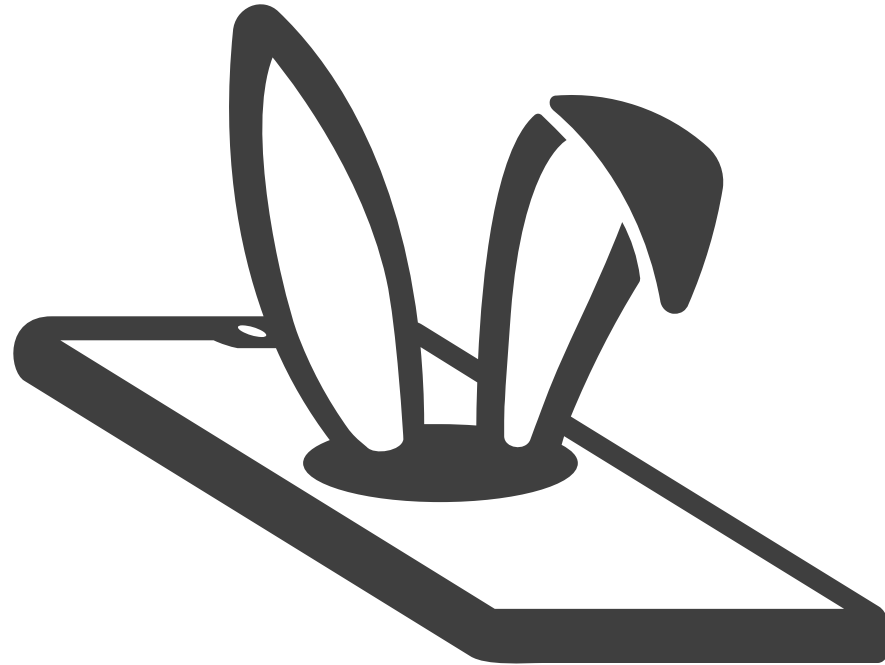
We deal with negative all the time at GitLab. If it's not a problem, then why are we discussing it? We deal with negativity a lot, and that's also part of our ambition.

If you want to get better, you talk about what you can improve. We're allowed to publicly discuss negative things; we're not allowed to give negative feedback in a large setting if it could be feasibly administered in a smaller setting.

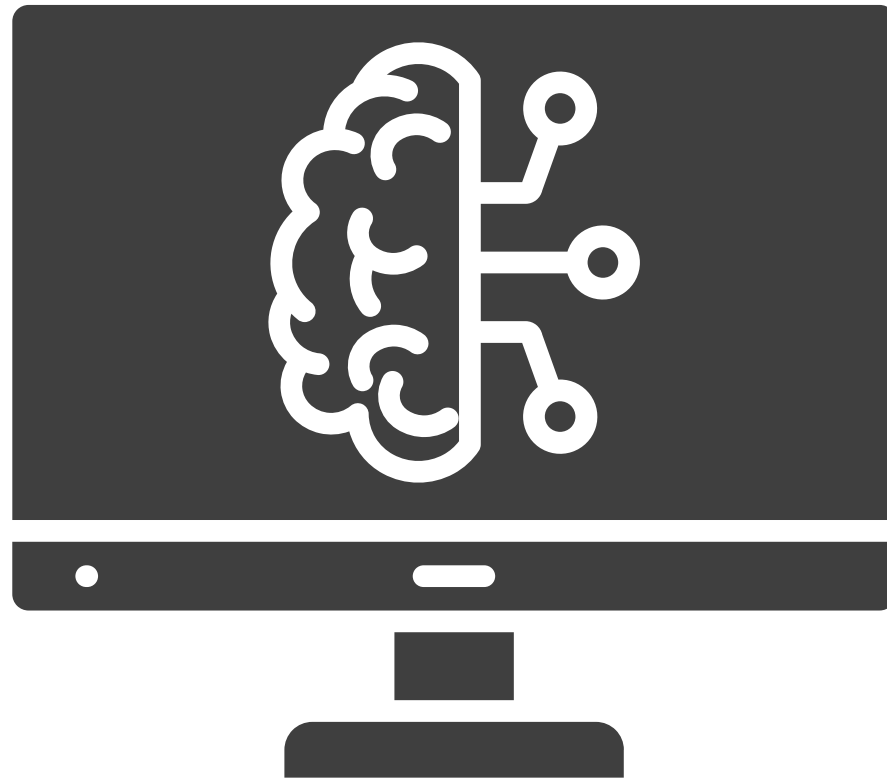
Preliminary Observations: Maintaining Collective Intelligence When Using AI



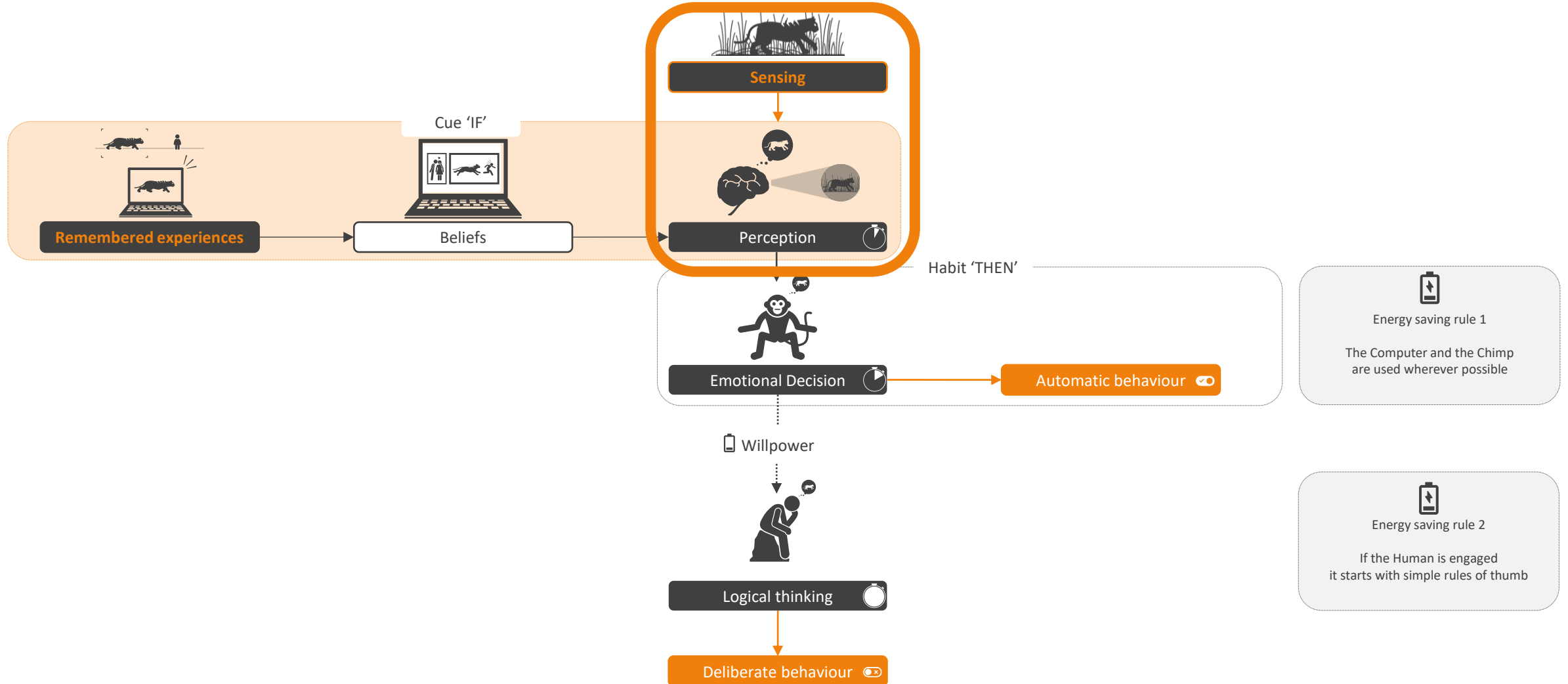
Warning: Potential Rabbit Hole



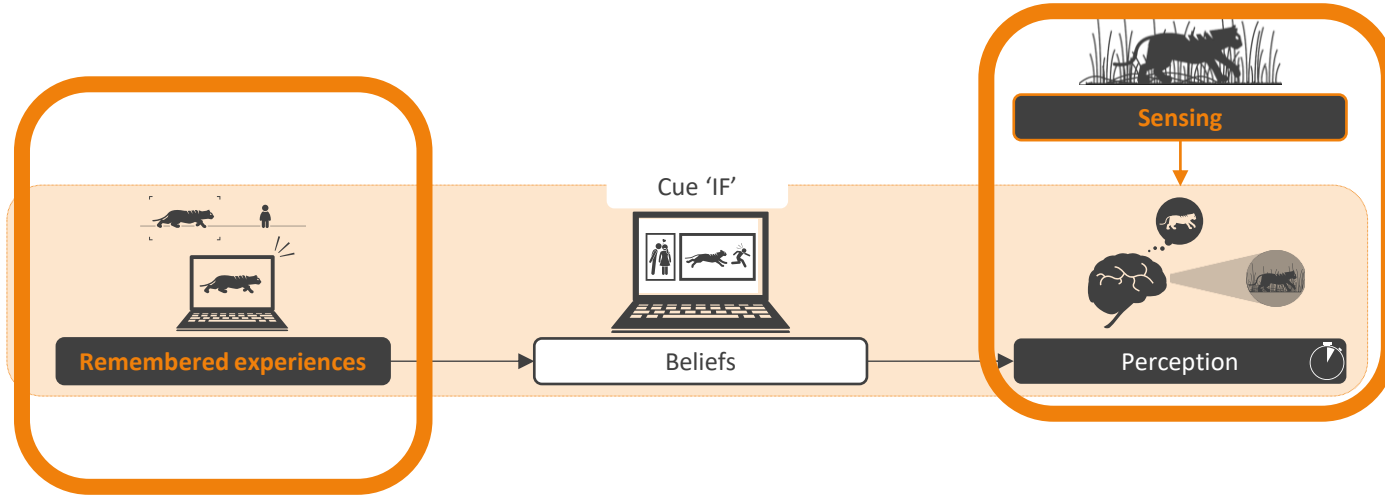
AI Is Just **Another Frame**



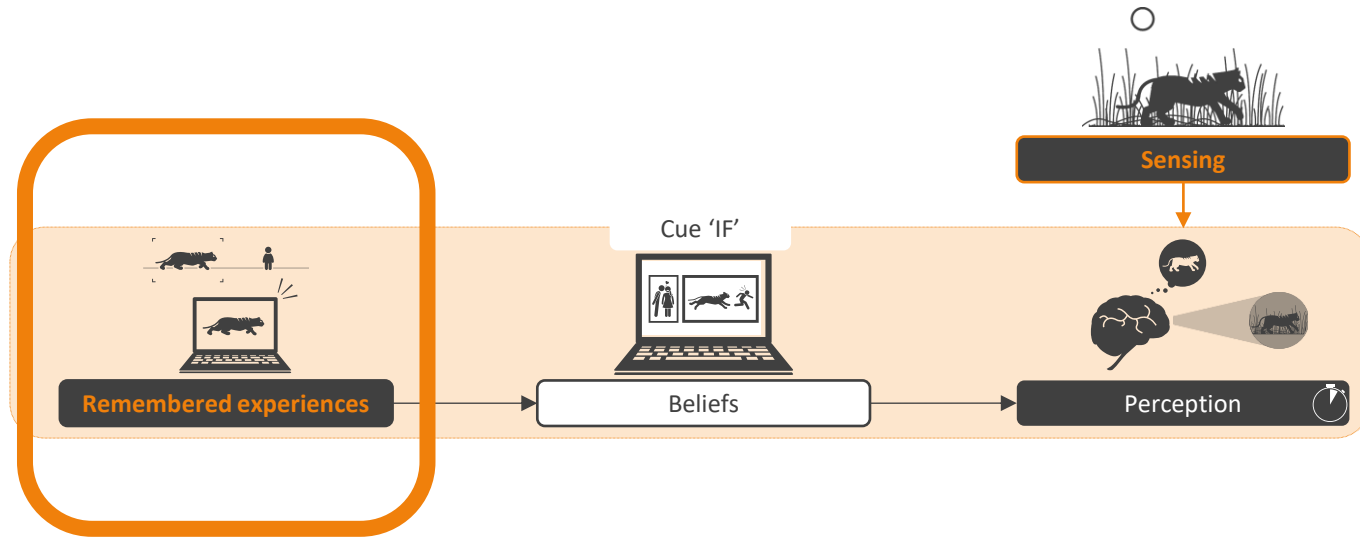
AI Is Just Another Frame



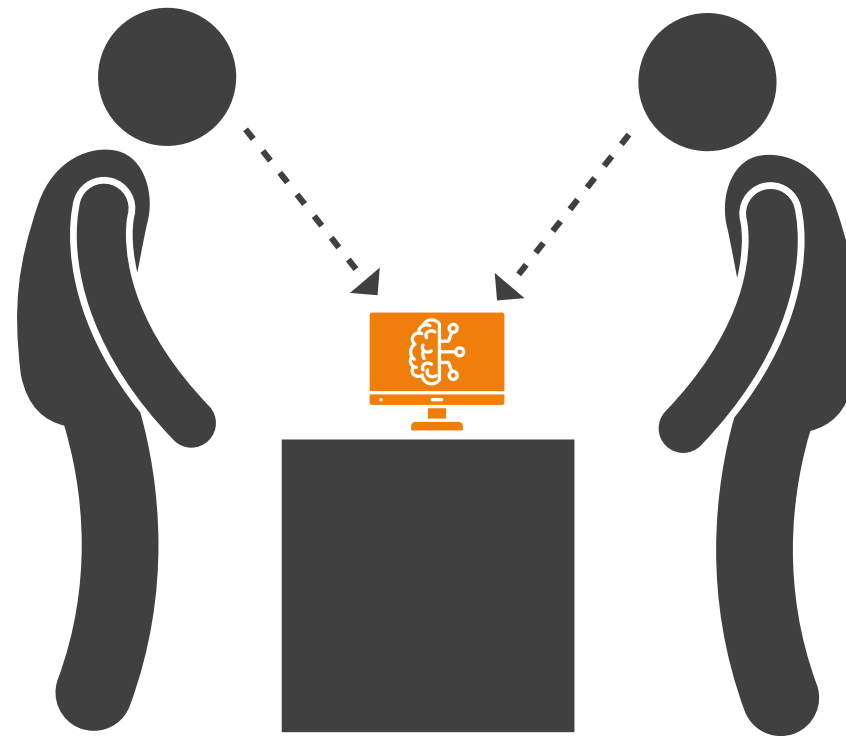
AI is Based on its Training Data and so is Vulnerable to **Mistakes** and **Hallucinations**



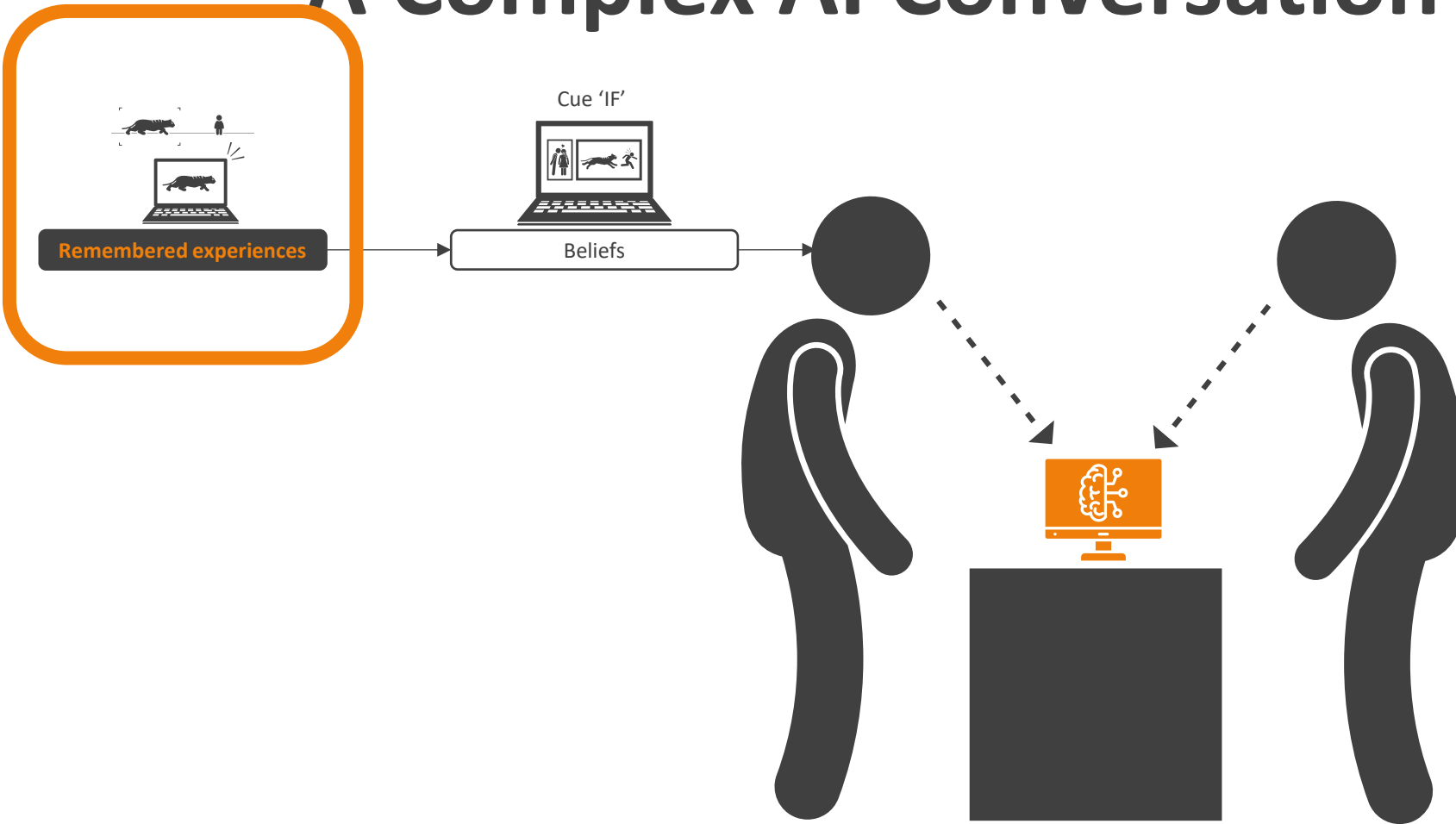
Nor Is It (Natively) Purpose-Driven



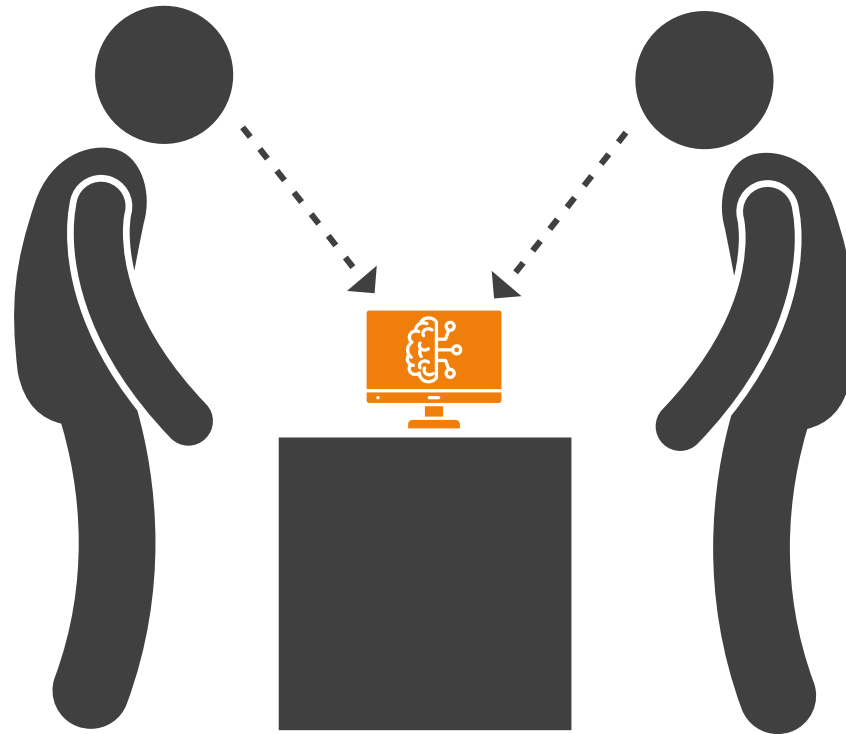
No Two People Construct the Same Complex AI Conversation the Same Way



A Complex AI Conversation Is A Frame



So Invite Multiple People to **Independently**
Have AI Conversations ... **Then Combine Them**



3 Steps to Collective Intelligence

While Harnessing AI

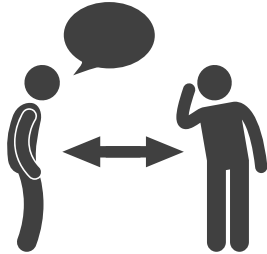


1. Capture your private perspective

Independently judging what you perceive to be true



Consult AI **after collecting your own perspective**, but before hearing others'



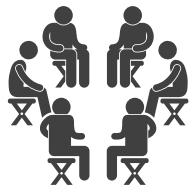
2. Take turns to share perspectives without interruption

*Sharing perspectives to surface *all* information*



Consult AI after all perspectives have been shared to **surface more information to refine your diagnosis**

Consult AI after all perspectives have been shared to **obtain base rate data (reference class forecasting)**



3. Engage in dialogue to synthesise what your combined perspectives mean

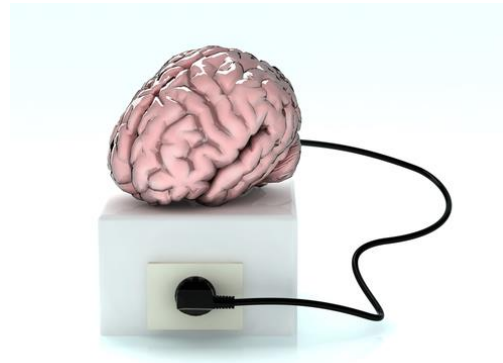
*Collectively deciding what is *probably* true*



Consult AI after all perspectives have been shared to **generate options**

Consult AI after all perspectives have been shared to **obtain base rate data (reference class forecasting)**

Break #2 (of 4 today)



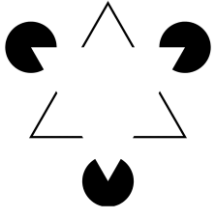
Next session starting at

11:35

Summary of Universal Challenges & Tools #3: Wednesday

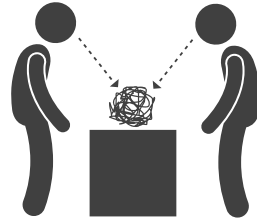
Leading Teams in a Complex World

9. We Do Not Perceive Reality



"The universe is odourless, colourless and silent. The brain generates its own reality"

10. No Two People See Alike



"Reality is constructed differently in different heads"

Harness Collective Intelligence



Independently capture perspectives;
take turns to share; only then
collectively decide what is true

What Drives the Performance of Teams?



Which Team's Patients Were Safer?

Team A
More Reported Errors



Team B
Fewer Reported Errors



Better Teams Talked Openly About Errors

Team A
More Reported Errors

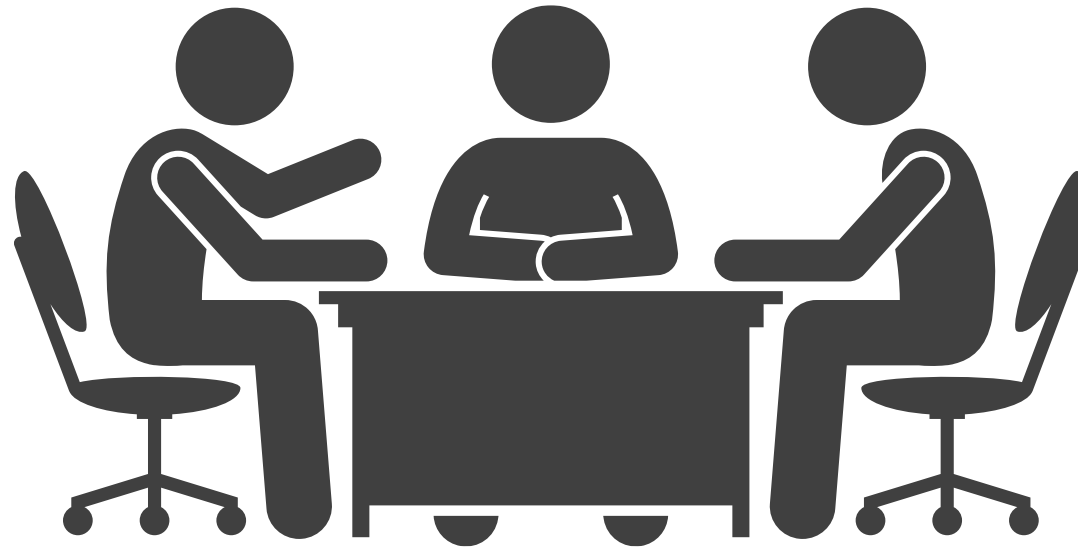


Team B
Fewer Reported Errors



ICMIF Advanced Management Course 2024

Foundations for Leading Effective Collaboration: **Psychological Safety**

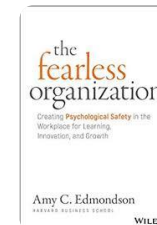


Part 3 (of 6)

Next break (lunch): **12:05**

For Knowledge Work to Flourish

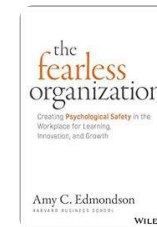
The workplace must be one where **people**
feel able to share their knowledge



Prof. Amy Edmondson
Harvard Business School

No One Wakes Up in the Morning Excited to go to Work and ...

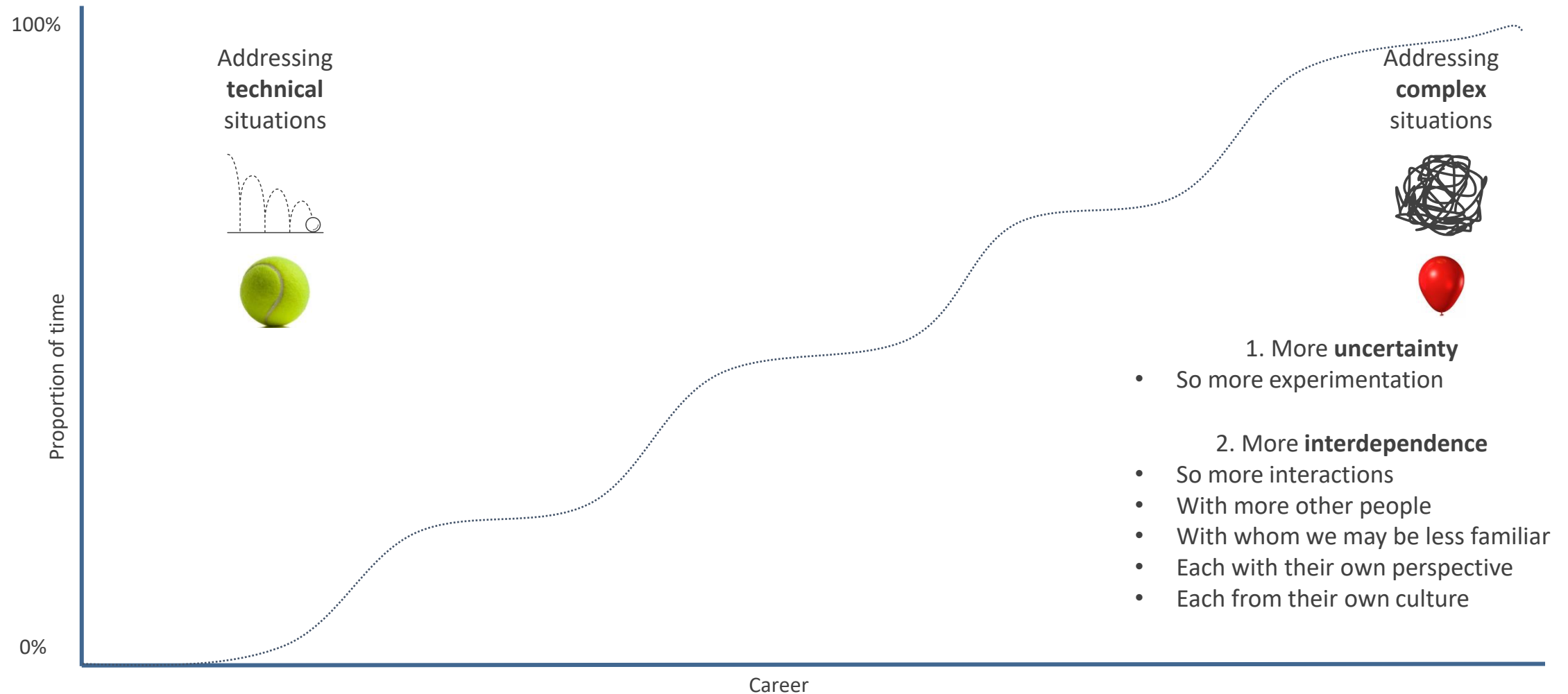
... look ignorant, incompetent, or disruptive...
These are called **interpersonal risks**, and they
are what nearly everyone seeks to avoid



Prof. Amy Edmondson
Harvard Business School

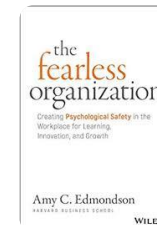
Interdependent Work Requires Communication

Increasing the Need For Interpersonal Risk



Psychological Safety

The **belief** that the work environment is **safe for interpersonal risk taking**



Prof. Amy Edmondson
Harvard Business School

Psychological Safety Leads Chimps to Want to Achieve Collective Intelligence

Google's Project Aristotle researchers concluded, 'psychological safety was **far and away the most important** of the five dynamics we found.'

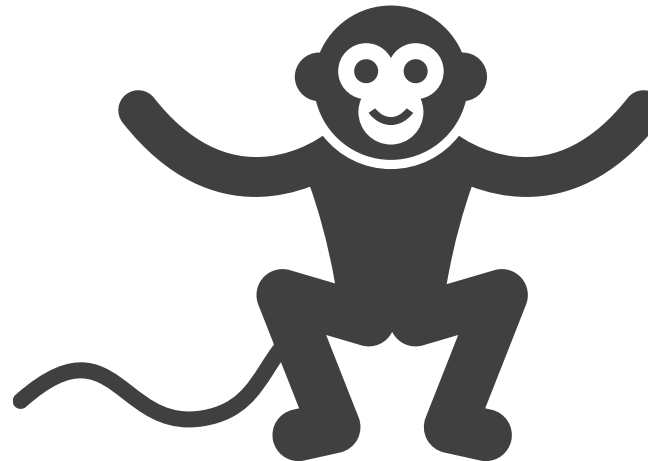
The New York Times Magazine

Charles Duhigg, 28th February 2016

THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.



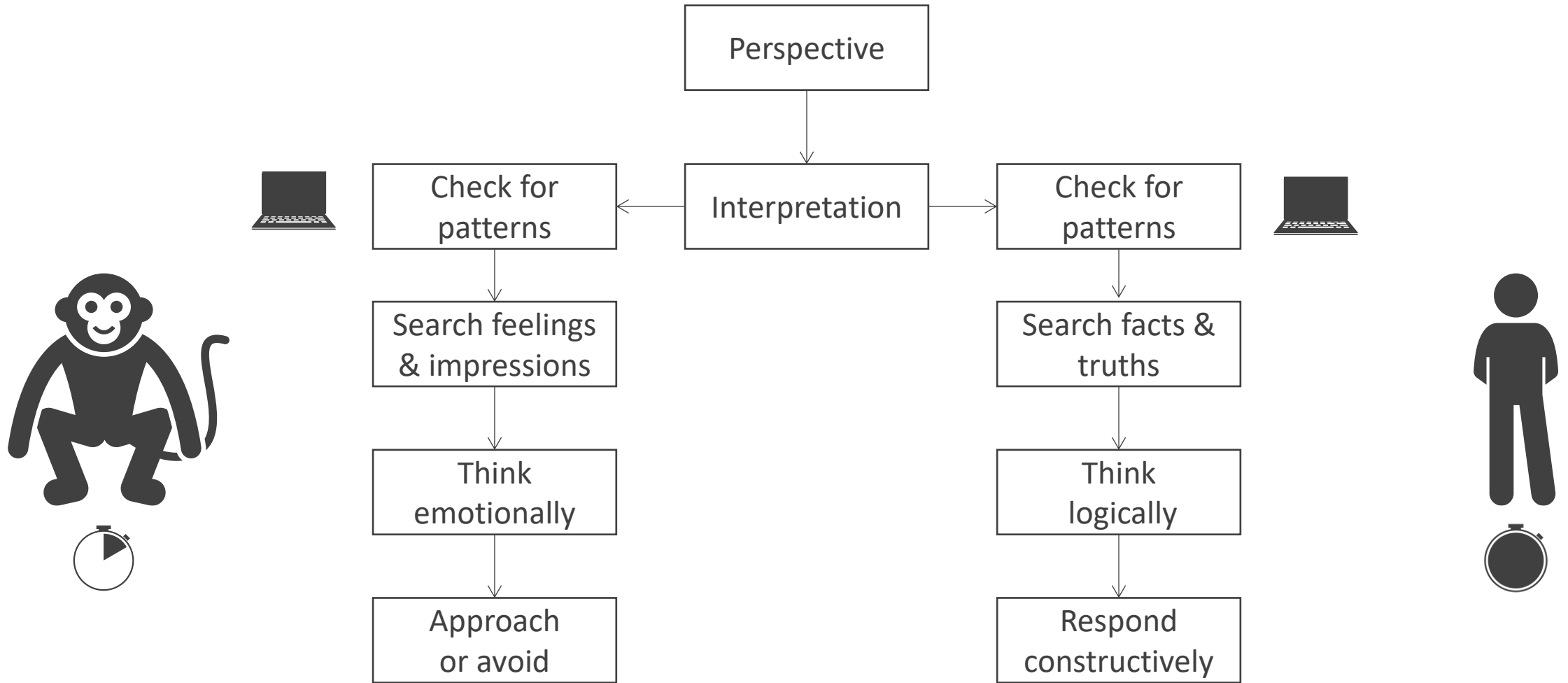
Key Tool: Harness Collective Intelligence

Because we do not perceive reality and people constantly manage interpersonal risk at work ...

Direct the Human to apply the 3 Steps to Collective Intelligence	
	Capture your private perspective
	Take turns to share perspectives without interruption
	Engage in dialogue to synthesise what your combined perspectives mean





To independently **judge** what you perceive to be **true**, share perspectives to surface **all information** and collectively **decide** what is probably true

It's Always Chimp Before Human



Key Tool: Harness Collective Intelligence

Because we do not perceive reality and people constantly manage interpersonal risk at work ...

Establish norms that lead the Chimp to feel psychological safety		Direct the Human to apply the 3 Steps to Collective Intelligence	
	Role model inviting participation		Capture your private perspective
			Take turns to share perspectives without interruption
			Engage in dialogue to synthesise what your combined perspectives mean

To independently **judge** what you perceive to be **true**, share perspectives to surface **all information** and collectively **decide** what is probably true

An Example of Inviting Participation

You have my **permission**
to say what you want



You have my **protection**
you will not be in my black book








Julien Rossard

IMA, France

Key Tool: Harness Collective Intelligence

Because we do not perceive reality and people constantly manage interpersonal risk at work ...

Establish norms that lead the Chimp to feel psychological safety		Direct the Human to apply the 3 Steps to Collective Intelligence	
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The Most Significant Step a Leader Can Take to Set a Tone of Safety and Honesty

Is by **admitting their own mistakes** first

Their **humility** will lead others to do the same



James Murphy & William Duke

Afterburner

Demonstrate Humility

Every time I walk in the locker room for the first time I tell my players:

“I’m Doc Rivers”

“I’m **human**”

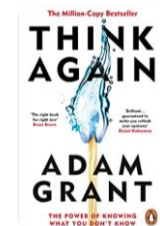
“And I’m going to **make mistakes**”



Doc Rivers
NBA Coach

#2 Define Your Identity in Terms of Values

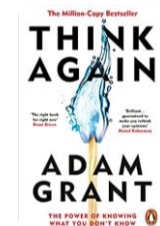
Not opinions



Adam Grant
Professor of psychology, Wharton

It's Easier to Avoid Getting Stuck to Your Past Beliefs

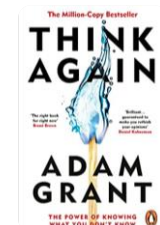
If you don't become attached to them as part
of your self-identity



Adam Grant
Professor of psychology, Wharton

See Yourself as Someone Who Values

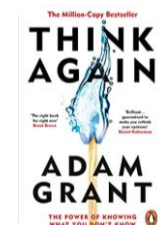
Curiosity, learning, mental flexibility, and
searching for knowledge



Adam Grant
Professor of psychology, Wharton

As You Form Opinions







Keep a list of **factors** that would **change your mind**



Adam Grant
Professor of psychology, Wharton

Key Tool: Harness Collective Intelligence

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To independently **judge** what you perceive to be **true**, share perspectives to surface **all information** and collectively **decide** what is probably true

Listening to Understand

Be **curious** not judgemental



“Ted Lasso”
Apple+

Source: Apple+

Protocols for Balancing Inquiry & Advocacy

Protocols for Balancing Inquiry and Advocacy

1 Protocols for Improved Advocacy

1.1 Make your thinking process visible

What to do	What to say
State your assumptions, and describe the data that led to them.	"Here's what I think, and here's how I got there."
Explain your assumptions.	"I assumed that..."
Make your reasoning explicit.	"I came to this conclusion because..."
Explain the context of your point of view: who will be affected by what you propose, how they will be affected, and why.	
Give examples of what you propose, even if they're hypothetical or metaphorical.	"To get a clear picture of what I'm talking about, imagine that you're the customer who will be affected..."
As you speak, try to picture the other people's perspectives on what you are saying.	

1.2 Publicly test your conclusions and assumptions

What to do	What to say
Encourage others to explore your model, your assumptions, and your data.	"What do you think about what I just said?" or "Do you see any flaws in my reasoning?" or "What can you add?"
Refrain from defensiveness when your ideas are questioned. If you're advocating something worthwhile, then it will only get stronger by being tested.	
Reveal where you are least clear in your thinking. Rather than making you vulnerable, it defuses the force of advocates who are opposed to you, and invites improvement.	"Here's one aspect which you might help me think through ..."
Even when advocating: listen, stay open, and encourage others to provide different views.	"Do you see it differently?"

2 Protocols for Improved Inquiry

2.1 Ask others to make their thinking process visible

What to do	What to say
Gently explore others' assumptions and find out what data they are operating from.	"What leads you to conclude that?" "What data do you have for that?" "What causes you to say that?"
Use language that is not aggressive, particularly with people who are not familiar with these skills. Ask in a way which does not provoke defensiveness or "lead the witness."	Instead of "What do you mean?" or "What's your proof?" say, "Can you help me understand your thinking here?"
Draw out their reasoning. Find out as much as you can about why they are saying what they're saying.	"What is the significance of that?" "How does this relate to your other concerns?" "Where does your reasoning go next?"
Explain your reasons for inquiring, and how your inquiry relates to your own concerns, hopes, and needs.	"I'm asking you about your assumptions here because ..."

2.2 Compare your assumptions to theirs

What to do	What to say
Test what they say by asking for broader contexts, or for examples.	"How would your proposal affect...?" "Is this similar to...?" "Can you describe a typical example ...?"
Check your understanding of what they have said.	"Am I correct that you're saying...?"
Listen for the new understanding that may emerge. Don't concentrate on preparing to destroy the other person's argument or promote your own agenda.	

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Optional Making It Easier to be Curious Not Judgemental Reference

Protocols for Balancing Inquiry and Advocacy

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2 Protocols for Improved Inquiry

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	Role model inviting participation		Capture your private perspective
	Demonstrate humility		Take turns to share perspectives without interruption
	Listen to understand		Engage in dialogue to synthesise what your combined perspectives mean

So people feel psychologically **safe** to **take interpersonal risks** and **confident** to share concerns & ideas



To independently **judge** what you perceive to be **true**, share perspectives to surface **all information** and collectively **decide** what is probably true



Your Return On Investment



“Psychological safety is the belief that the work environment is safe for interpersonal risk taking.”

Amy Edmondson

1
Invite
participation



2
Demonstrate
humility



3
Listen to
understand



12. What could you do to enable Chimps to feel psychological safety where you work?

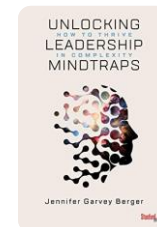
Optional Psychological Safety Reference

The researchers found that what really mattered was less about who is on the team, and more about how the team worked together. In order of importance:

- **Psychological safety:** Psychological safety refers to an individual's perception of the consequences of taking an interpersonal risk or a belief that a team is safe for risk taking in the face of being seen as ignorant, incompetent, negative, or disruptive. In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.
- **Dependability:** On dependable teams, members reliably complete quality work on time (vs the opposite - shirking responsibilities).
- **Structure and clarity:** An individual's understanding of job expectations, the process for fulfilling these expectations, and the consequences of one's performance are important for team effectiveness. Goals can be set at the individual or group level, and must be specific, challenging, and attainable. Google often uses Objectives and Key Results (OKRs) to help set and communicate short and long term goals.
- **Meaning:** Finding a sense of purpose in either the work itself or the output is important for team effectiveness. The meaning of work is personal and can vary: financial security, supporting family, helping the team succeed, or self-expression for each individual, for example.
- **Impact:** The results of one's work, the subjective judgement that your work is making a difference, is important for teams. Seeing that one's work is contributing to the organization's goals can help reveal impact.

Our Human Instincts Shaped for A Simple World

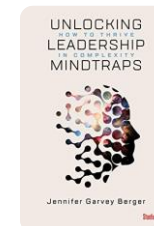
Fundamentally **mislead** us in a **complex**,
unpredictable world



Jennifer Garvey Berger
Cultivating Leadership

In the Past, When Things Were Changing More Slowly and We Were Less Interconnected

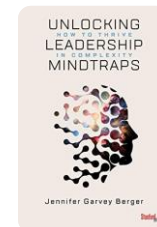
We could rely on our **experience** to tell us what would **probably happen next**



Jennifer Garvey Berger
Cultivating Leadership

The Fact that Our Reflexes Lead Us Astray in Complex and Uncertain Times

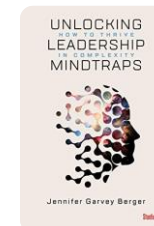
Doesn't seem to make us less likely to
use them



Jennifer Garvey Berger
Cultivating Leadership

Perhaps the Trickiest Thing About these Mindtraps

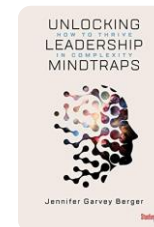
Is the way they combine to **mislead** us
about the fact that we're in traps at all



Jennifer Garvey Berger
Cultivating Leadership

What is the Most Important Shift I Need to Make

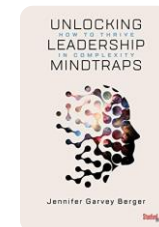
If I am going to **lead well** in **complexity**?



Jennifer Garvey Berger
Cultivating Leadership

The Complexity of the World Requires that We Understand the Greys

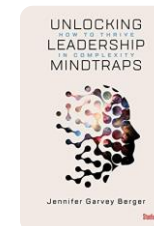
That we **resist black-and-white solutions**



Jennifer Garvey Berger
Cultivating Leadership

The Complexity of the World Requires that We Understand the Greys

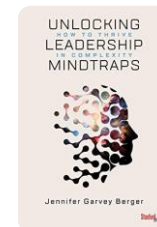
That we **ask different questions** about
unexpected and tangential options



Jennifer Garvey Berger
Cultivating Leadership

But Alas It Goes Against our Nature

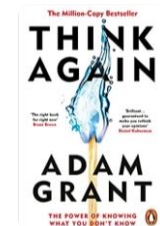
To **take another person's perspective**
or to see a **system** in action



Jennifer Garvey Berger
Cultivating Leadership

Rethinking Is a Skillset

But it's also a mindset



Adam Grant
Professor of psychology, Wharton

Optional Making It Easier to **Rethink** Reference

Excerpt from Think Again by Adam Grant

Actions for Impact

"If you're interested in working on your rethinking skills, here are my top thirty practical takeaways.

1 INDIVIDUAL RETHINKING

A. Develop the Habit of Thinking Again

1. Think like a scientist.

When you start forming an opinion, resist the temptation to preach, prosecute, or polttick. Treat your emerging view as a hunch or a hypothesis and test it with data. Like the entrepreneurs who learned to approach their business strategies as experiments, you'll maintain the agility to pivot.

2. Define your identity in terms of values, not opinions.

It's easier to avoid getting stuck to your past beliefs if you don't become attached to them as part of your present self-concept. See yourself as someone who values curiosity, learning, mental flexibility, and searching for knowledge. As you form opinions, keep a list of factors that would change your mind.

3. Seek out information that goes against your views.

You can fight confirmation bias, burst filter bubbles, and escape echo chambers by actively engaging with ideas that challenge your assumptions. An easy place to start is to follow people who make you think—even if you usually disagree with what they think.

B. Calibrate Your Confidence

4. Beware of getting stranded at the summit of Mount Stupid.

Don't confuse confidence with competence. The Dunning-Kruger effect is a good reminder that the better you think you are, the greater the risk that you're overestimating yourself—and the greater the odds that you'll stop improving. To prevent overconfidence in your knowledge, reflect on how well you can explain a given subject.

5. Harness the benefits of doubt.

When you find yourself doubting your ability, reframe the situation as an opportunity for growth. You can have confidence in your capacity to learn while questioning your current solution to a problem. Knowing what you don't know is often the first step toward developing expertise.

6. Embrace the joy of being wrong.

When you find out you've made a mistake, take it as a sign that you've just discovered something new. Don't be afraid to laugh at yourself. It helps you focus less on proving yourself—and more on improving yourself.

Excerpt from Think Again by Adam Grant: Actions for Impact - page 1 of 5

C. Invite Others to Question Your Thinking

7. Learn something new from each person you meet.

Everyone knows more than you about something. Ask people what they've been rethinking lately, or start a conversation about times you've changed your mind in the past year.

8. Build a challenge network, not just a support network.

It's helpful to have cheerleaders encouraging you, but you also need critics to challenge you. Who are your most thoughtful critics? Once you've identified them, invite them to question your thinking. To make sure they know you're open to dissenting views, tell them why you respect their pushback—and where they usually add the most value.

9. Don't shy away from constructive conflict.

Disagreements don't have to be disagreeable. Although relationship conflict is usually counterproductive, task conflict can help you think again. Try framing disagreement as a debate: people are more likely to approach it intellectually and less likely to take it personally.

2 INTERPERSONAL RETHINKING

A. Ask Better Questions

10. Practice the art of persuasive listening.

When we're trying to open other people's minds, we can frequently accomplish more by listening than by talking. How can you show an interest in helping people crystallize their own views and uncover their own reasons for change? A good way to start is to increase your question-to-statement ratio.

11. Question how rather than why.

When people describe why they hold extreme views, they often intensify their commitment and double down. When they try to explain how they would make their views a reality, they often realize the limits of their understanding and start to temper some of their opinions.

12. Ask "What evidence would change your mind?"

You can't bully someone into agreeing with you. It's often more effective to inquire about what would open their minds, and then see if you can convince them on their own terms.

13. Ask how people originally formed an opinion.

Many of our opinions, like our stereotypes, are arbitrary; we've developed them without rigorous data or deep reflection. To help people **reevaluate**, prompt them to consider how they'd believe different things if they'd been born at a different time or in a different place.

Excerpt from Think Again by Adam Grant: Actions for Impact - page 2 of 5

Lunch

Wednesday afternoon groups

Group 1	Group 2	Group 3
Andreas Gärtner	Cindy Nestman	Amie Grace Sabornido
Helle Sand	Franziska Rummel	Anne Rice
Jana Vanderlinden	Jens Smids	Pim Robyn
Ryan Dale Maquidato	Justin Pursaga	Richard Hyman
	Kenneth Wolstrup	Sven Båthies

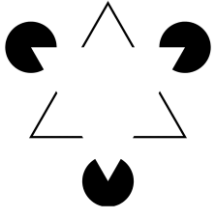
Next session starting at

12:50

Summary of Universal Challenges & Tools #3: Wednesday

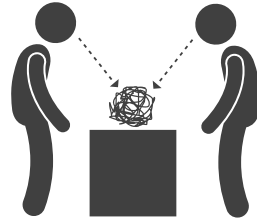
Leading Teams in a Complex World

9. We Do Not Perceive Reality



“The universe is odourless, colourless and silent. The brain generates its own reality”

10. No Two People See Alike



“Reality is constructed differently in different heads”

11. People Avoid Interpersonal Risk



“The workplace must be one where people feel able to share their knowledge”

Harness Collective Intelligence



Independently capture perspectives; take turns to share; only then collectively decide what is true

Psychological Safety



Establish norms so Chimps feel safe to take interpersonal risks and confident to share concerns & ideas

ICMIF Advanced Management Course 2024

Tools for Leading Eternal Renewal: the **Strategic Framework**



Part 4 (of 6)

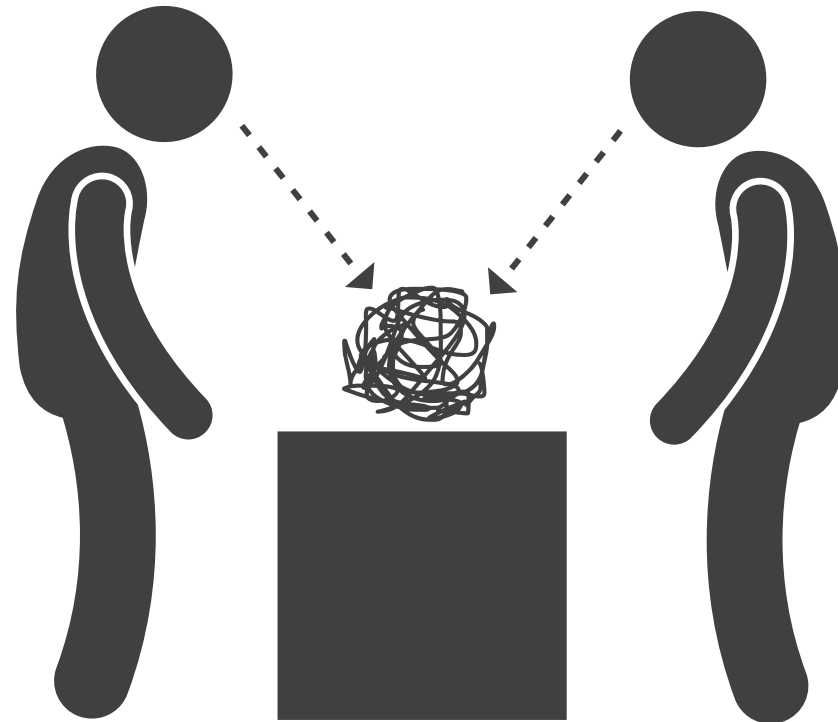
Next break: **14:10**

Strategy Framework

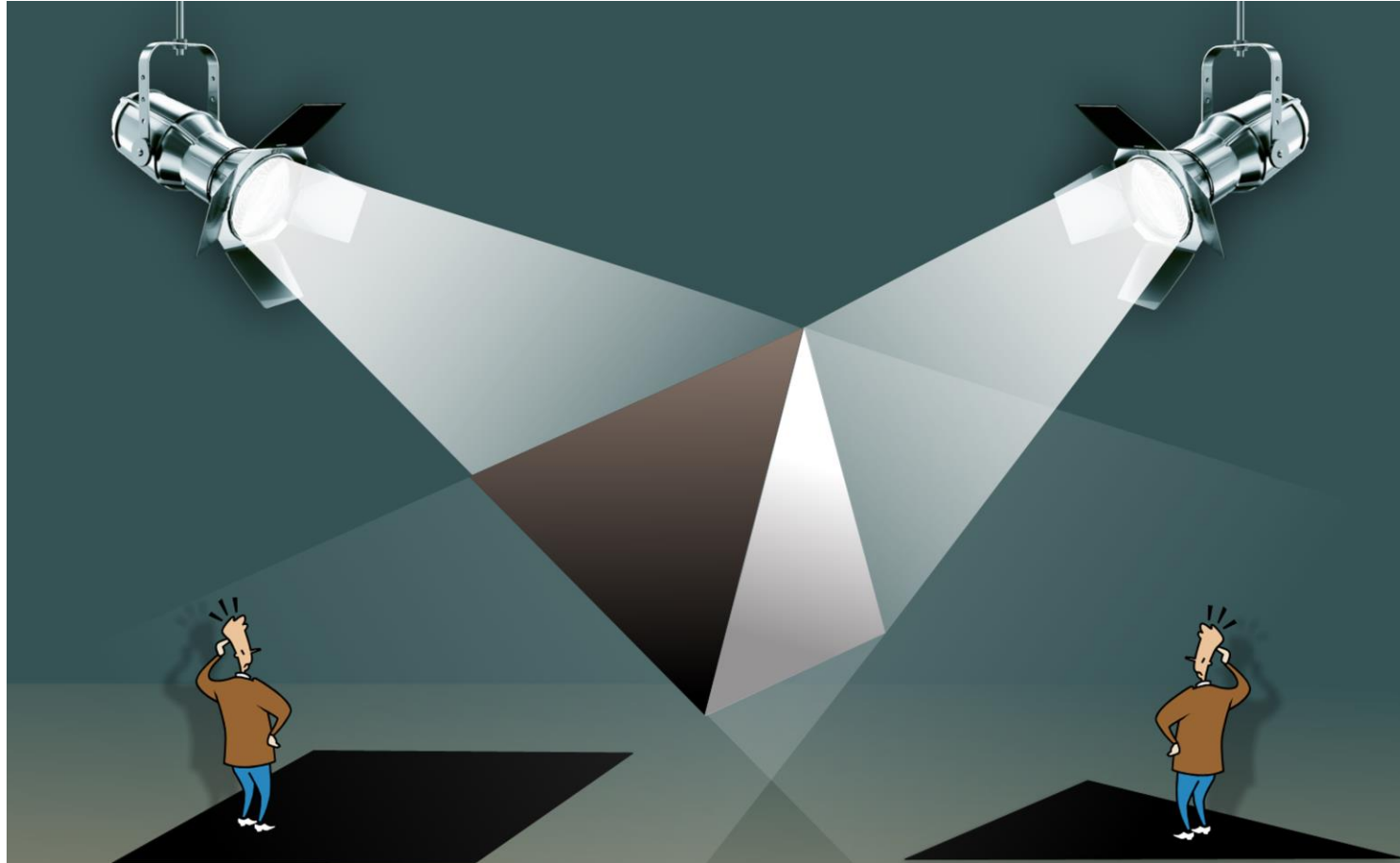
A

B

Complex Situations Require **Multiple Independent** Perspectives



No Two People See The Same Complex Situation The Same Way



Strategy Framework

Sky = behavioural

How will we get there?



Where are we?

A

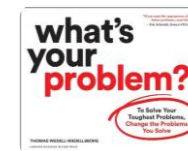
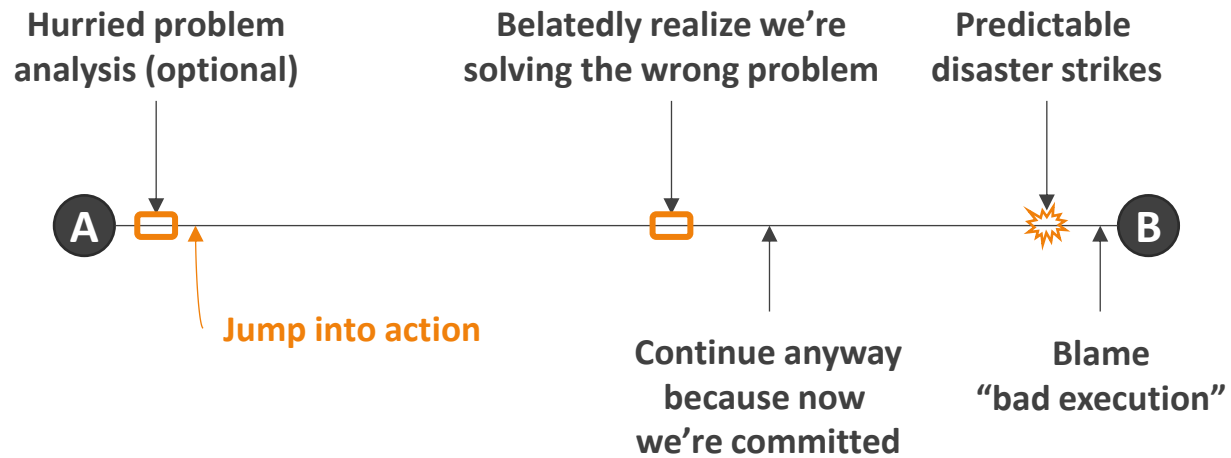


B

Where do we want to be?

Ground = technical

A Common Process:

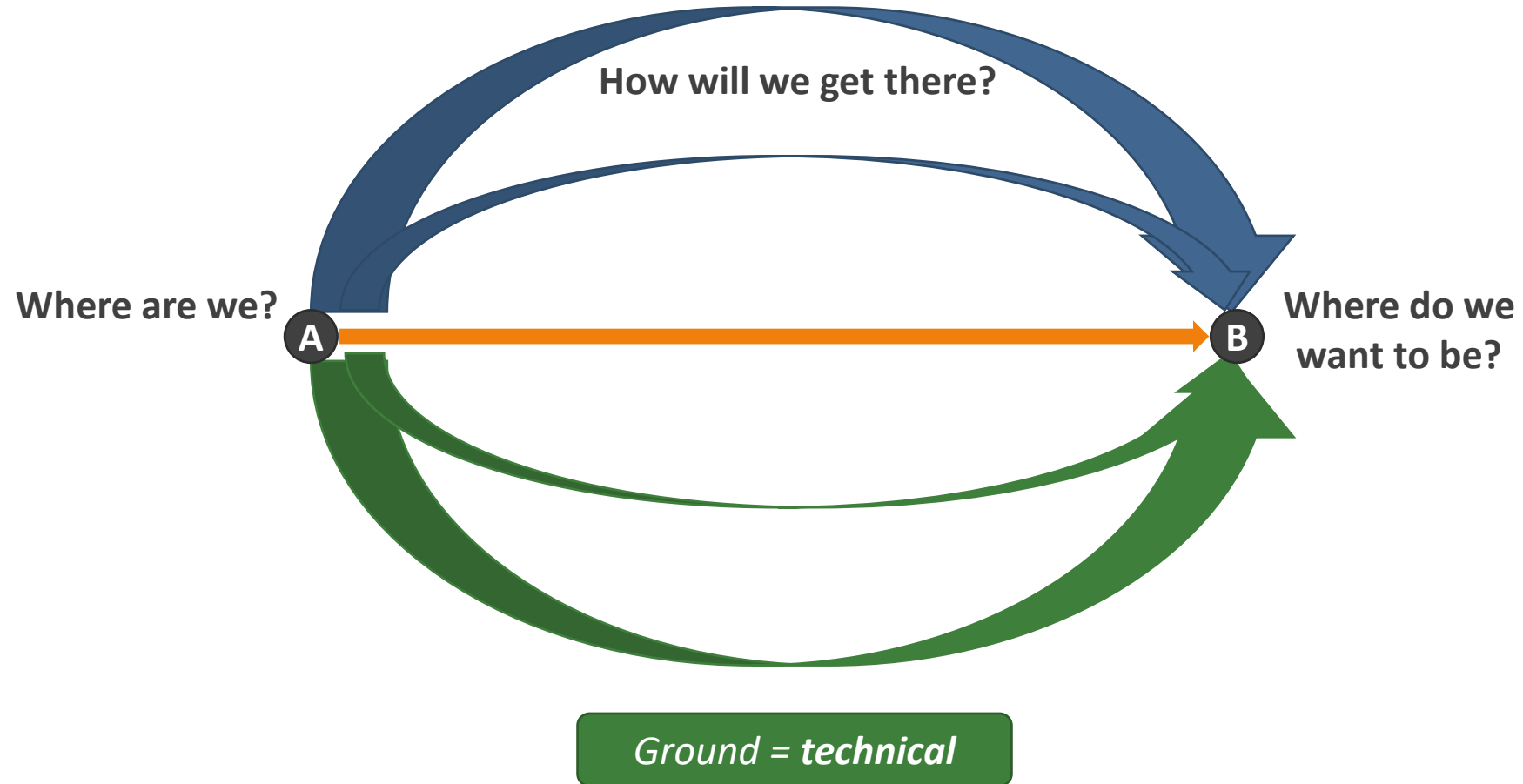


Thomas Weddell-Wedellsborg

What's Your Problem

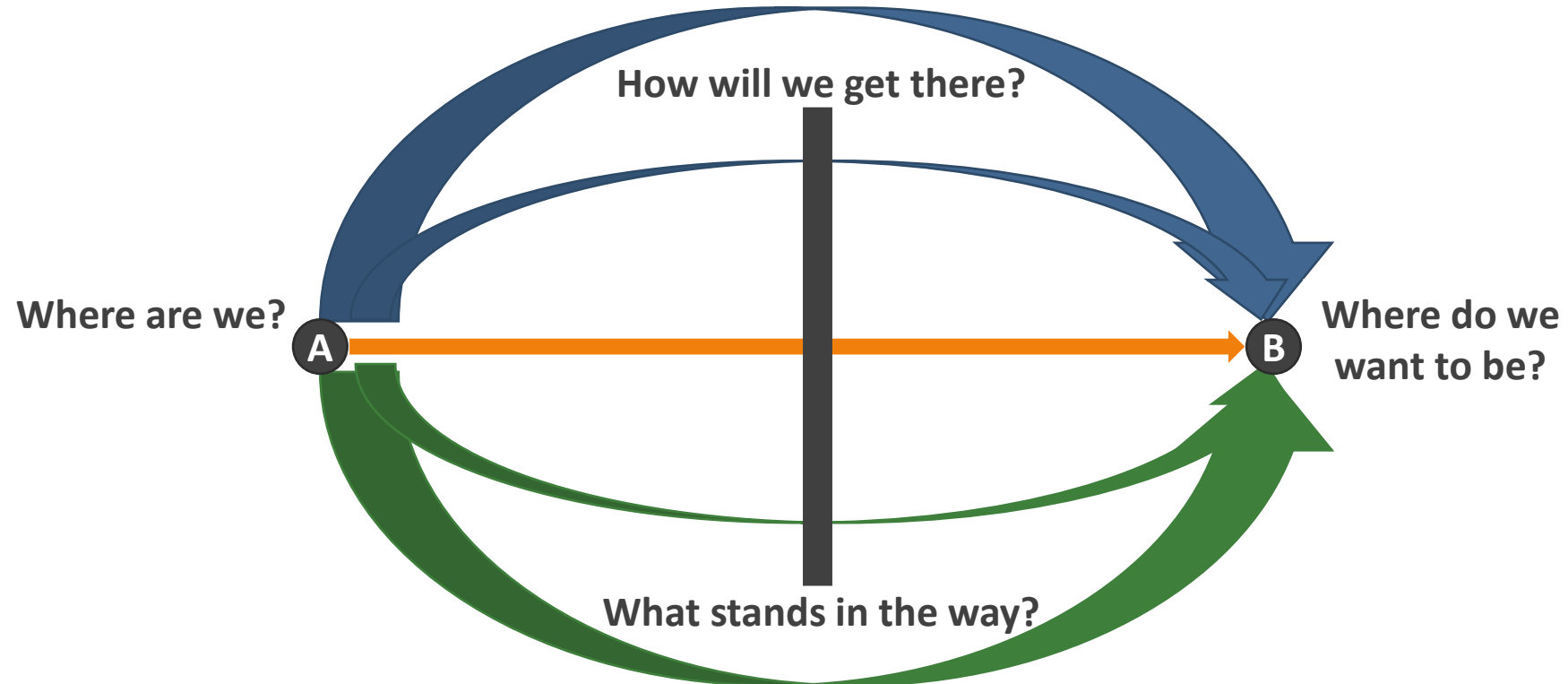
Strategy Framework

Sky = behavioural



Strategy Framework

Sky = behavioural



Ground = technical

The Essence of Strategy

A

B

Judging what is true

1. Perceive the critical factors in a complex situation
2. Diagnose the biggest challenges to forward progress

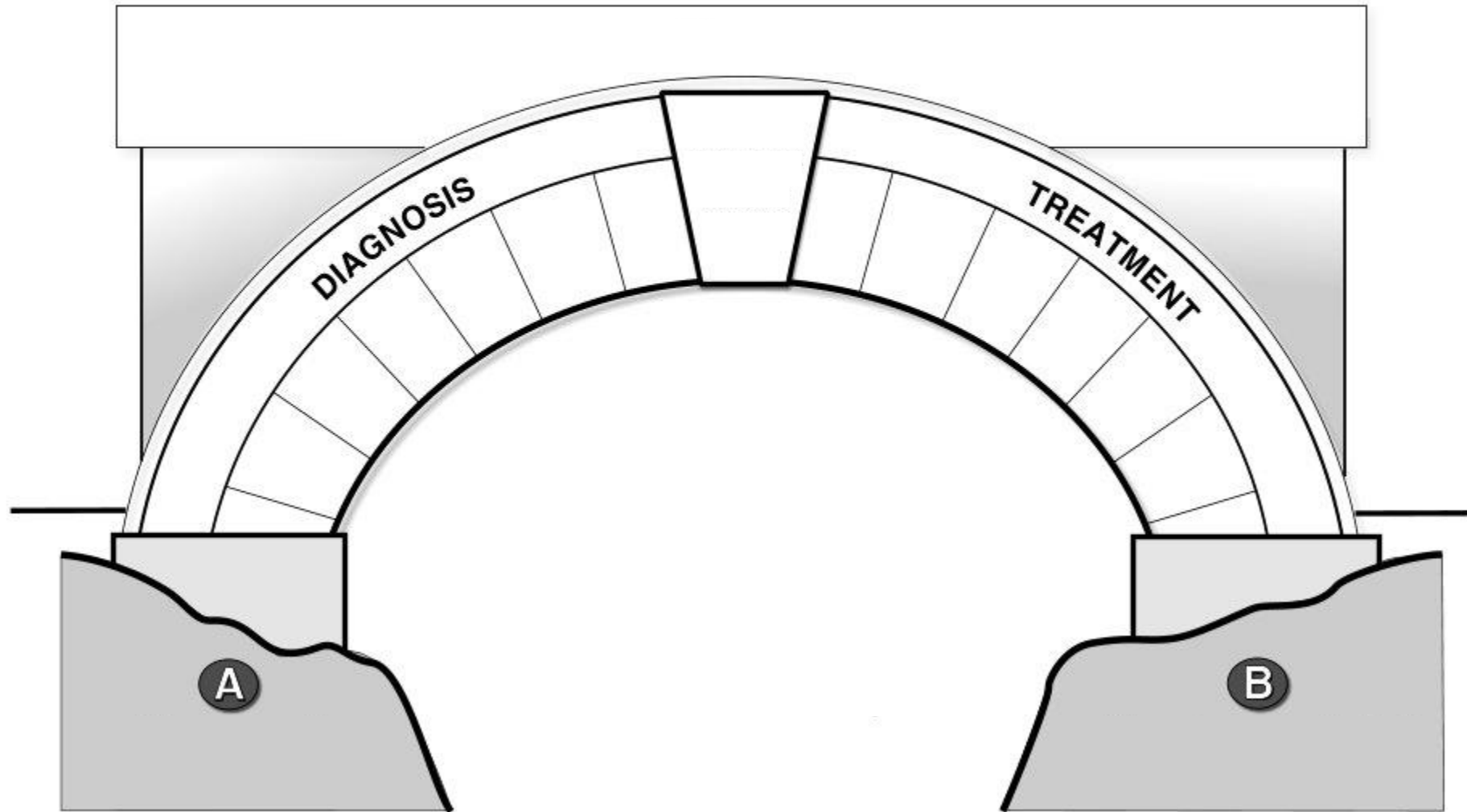


Deciding what to do

3. Design a coherent treatment

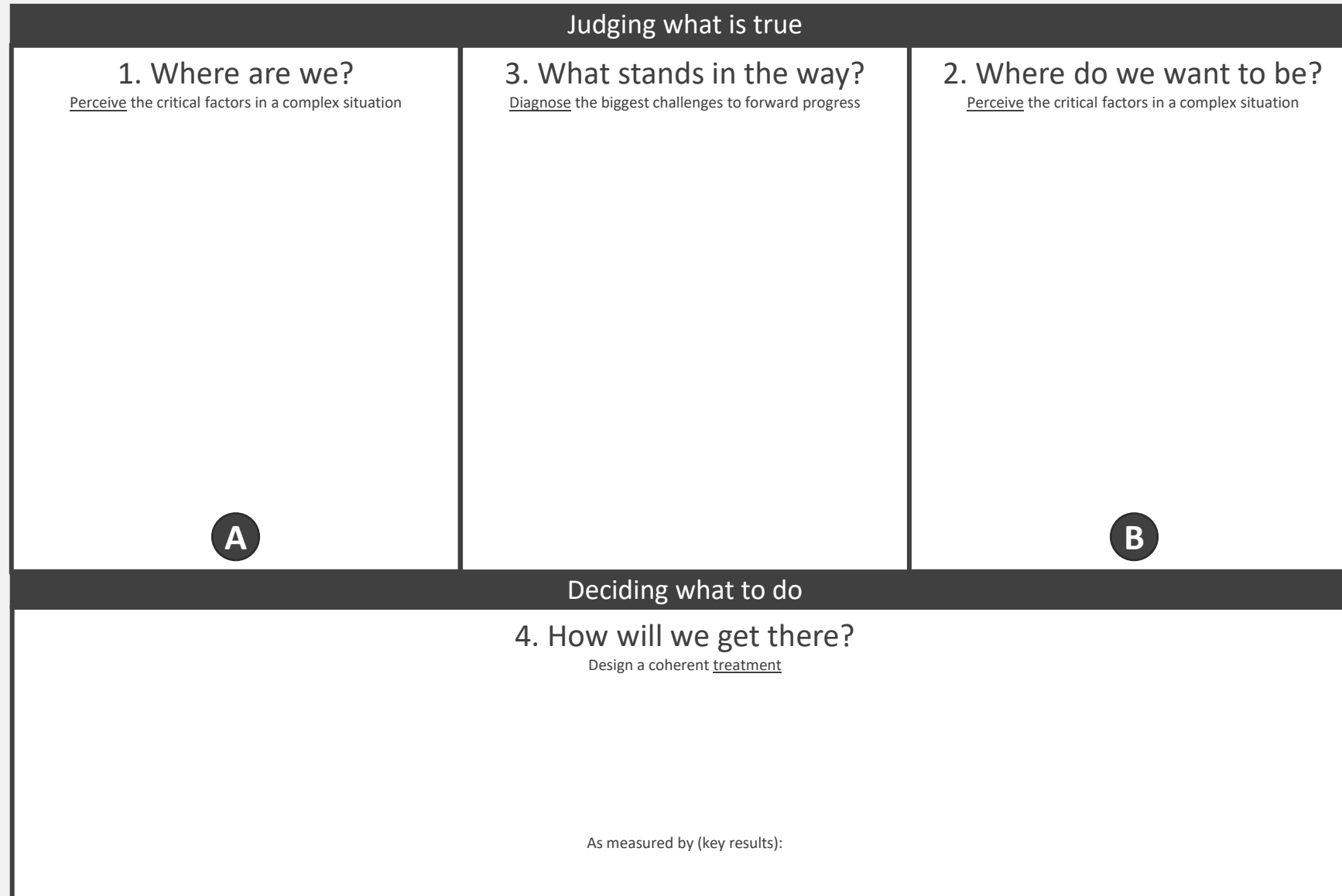


Strategy Framework



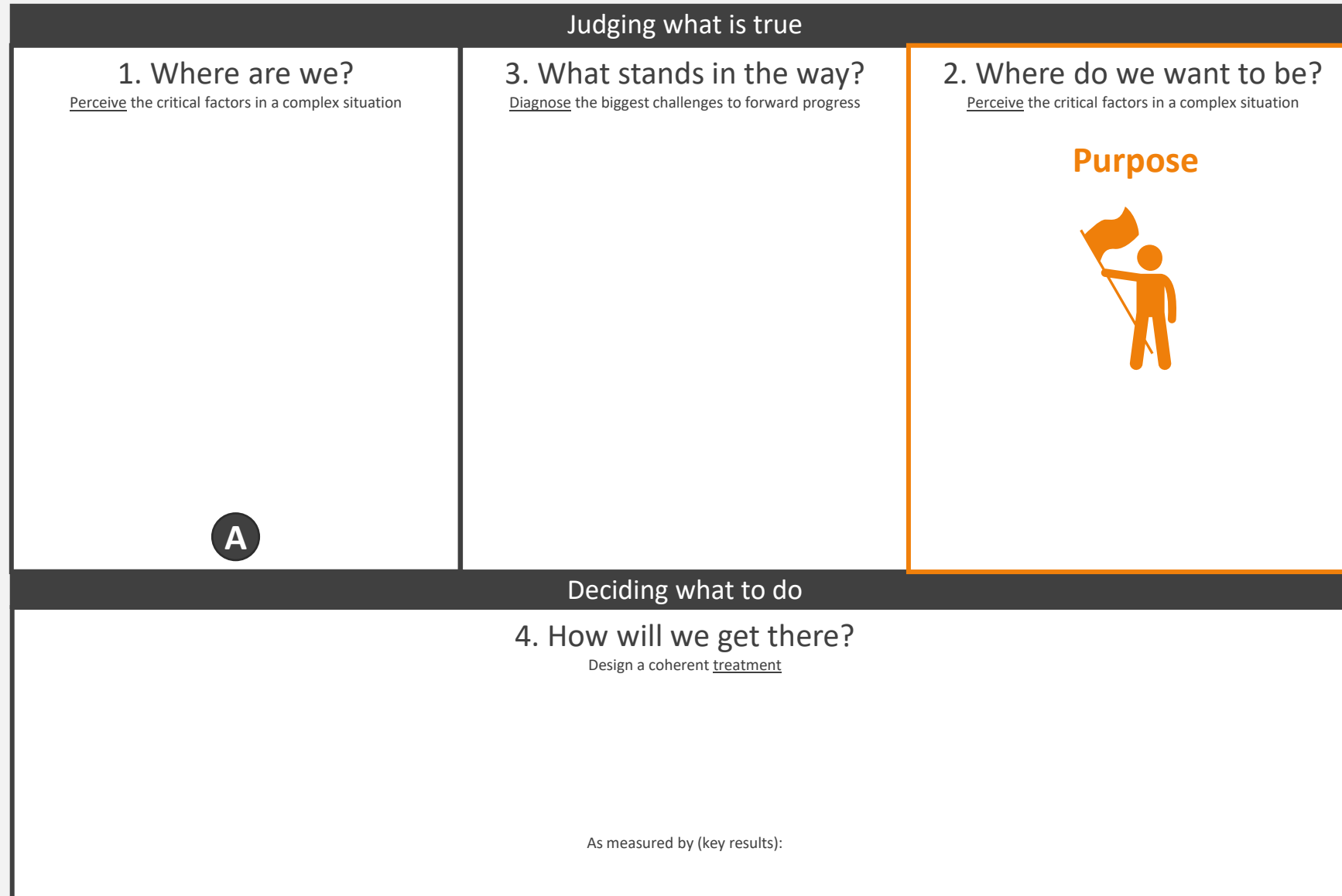
Strategy Canvas

Purpose of discussion:



Strategy Canvas

Purpose of discussion:



ICMIF Advanced Management Course 2024

Tools for Leading Eternal Renewal: the **Crux**

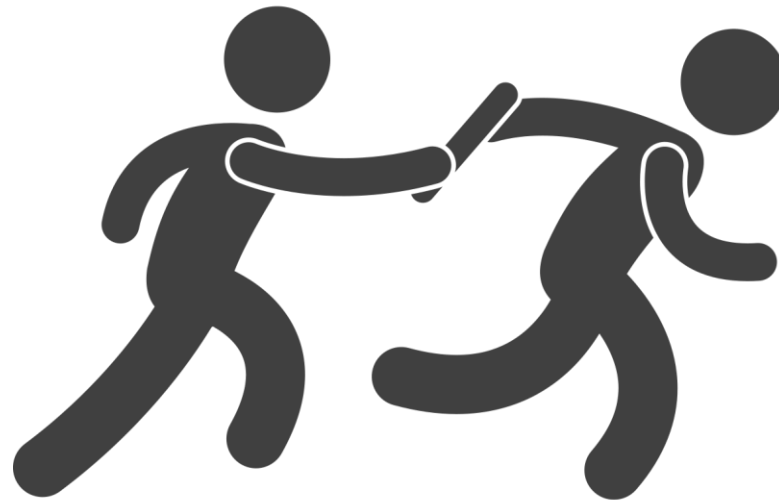


Part 4 (of 6)

Next break: **14:10**

To Sustain Eternal Renewal Leaders Require an **Infinite Mindset**

In a game with no rules and no finish line



It's **Infinite**

There's **no end**

There's **no goal**



Fumio Yanai

President of the Board of Directors, Zenkyoren (Japan)

What's Next for Zenkyoren?

The target is very far away

So rather than talking about the next stage

We have the **challenges in hand**

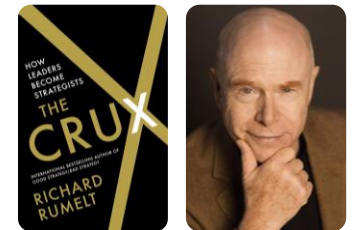


Fumio Yanai

President of the Board of Directors, Zenkyoren (Japan)

Leaders Can Use **Challenge-Based Strategy** To Sustain Eternal Renewal

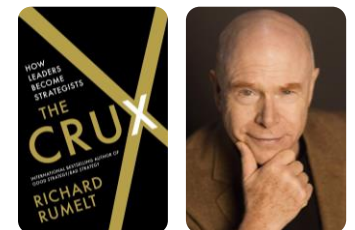
Identify the main obstacle to overcome,
and do so **again and again**



Richard Rumelt
McKinsey

The Crux Is The Outcome Of a Three-Part Strategic Skill

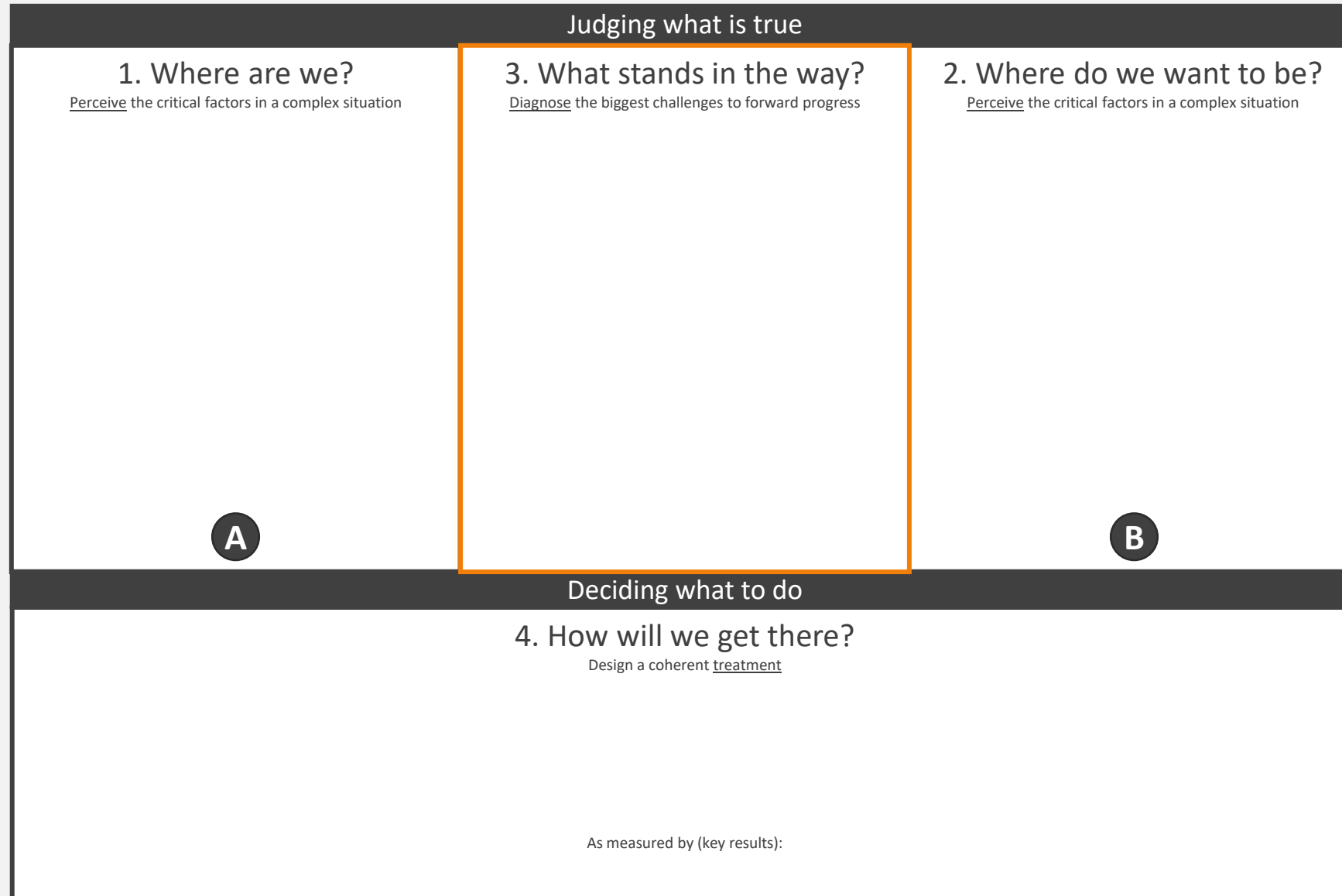
1. Judgment about which issues are **truly important** and which are secondary
2. Judgment about the **difficulties** of dealing with these issues



Richard Rumelt
McKinsey

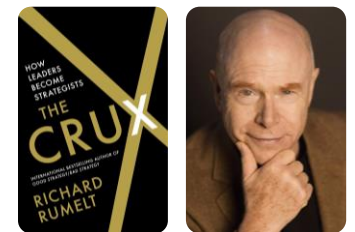
Strategy Canvas

Purpose of discussion:



The Crux Is The Outcome Of a Three-Part Strategic Skill

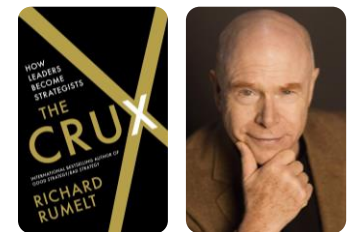
1. Judgment about which issues are **truly important** and which are secondary
2. Judgment about the **difficulties** of dealing with these issues
3. The ability to **focus**



Richard Rumelt
McKinsey

The Combination of These Three Parts Lead to a **Focus on the Crux**

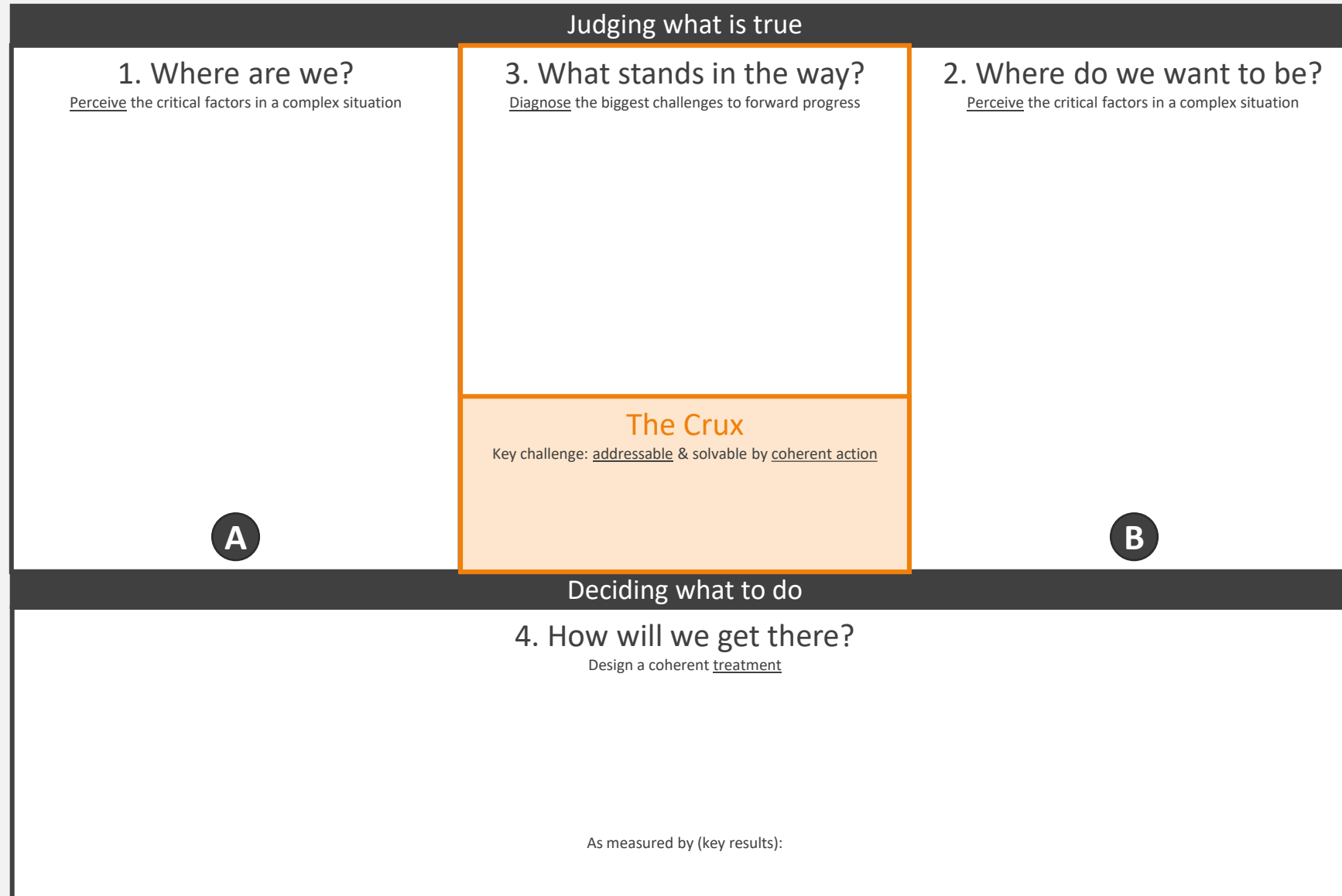
The most important part of a set of challenges that is **addressable** and has a good chance of being **solved by coherent action**



Richard Rumelt
McKinsey

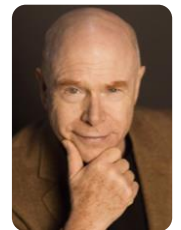
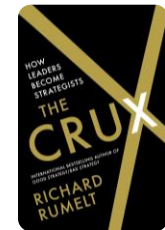
Strategy Canvas

Purpose of discussion:



To Use Challenge-Based Strategy To Sustain Eternal Renewal

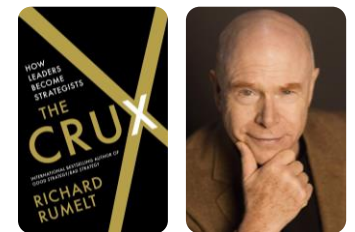
1. Embrace the full **complex** and confusing challenges and opportunities you face
2. Identify the **crux**: the **main obstacle** to overcome **again and again**
3. Only **after** avoiding a too rapid convergence on action, a group can **design the coherent actions**



Richard Rumelt
McKinsey

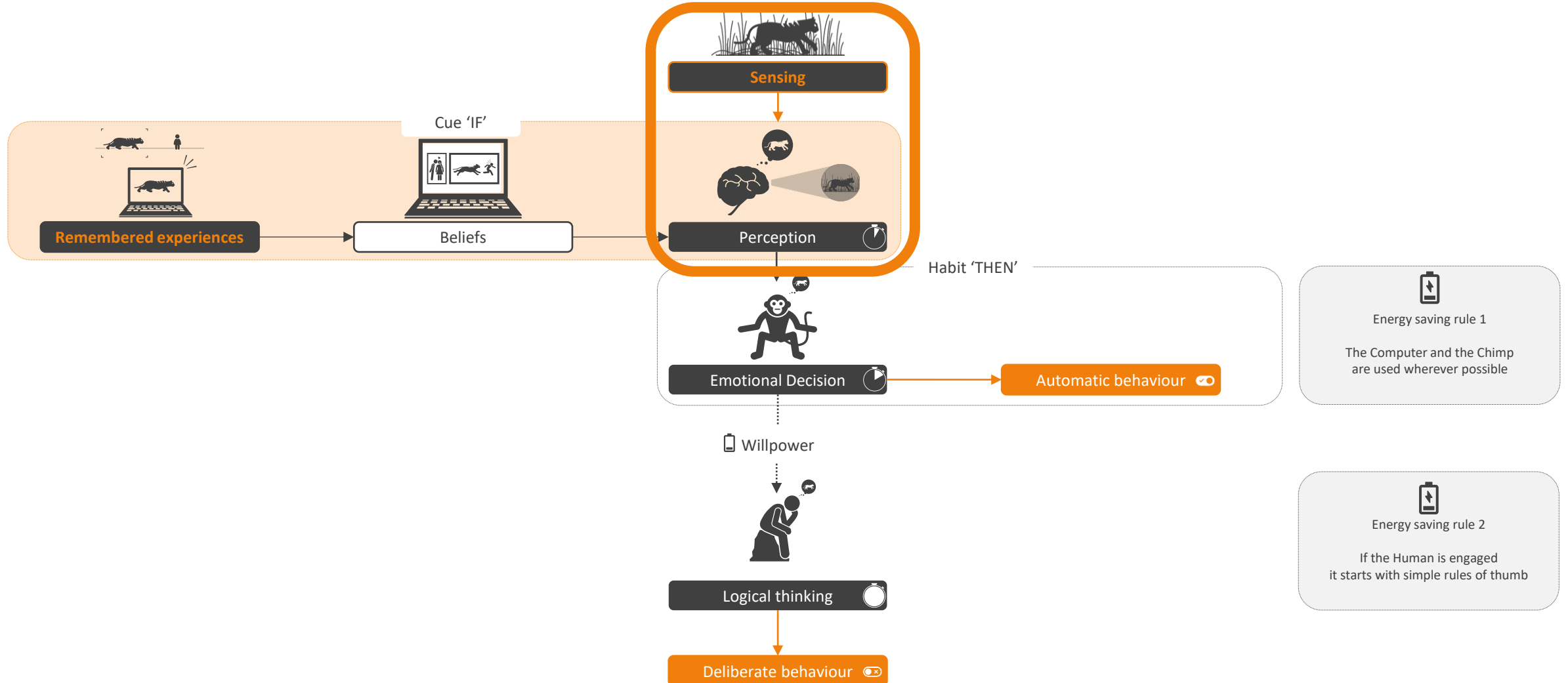
By Starting with the Challenge

The group becomes **responsible** for **designing** a response rather than choosing among existing plans or just filling in the blanks



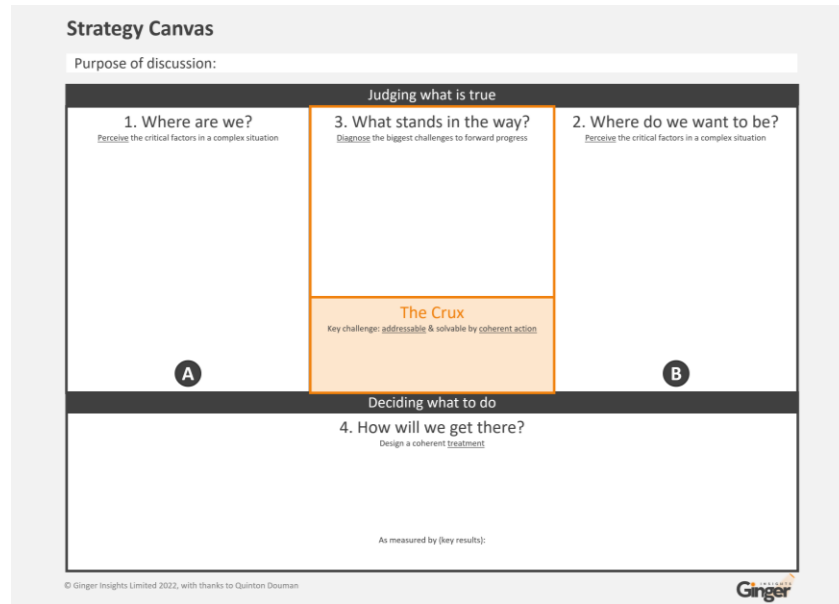
Richard Rumelt
McKinsey

By Starting with the Challenge We Break the Frame





Your Return On Investment



To Use Challenge-Based Strategy To Sustain Eternal Renewal

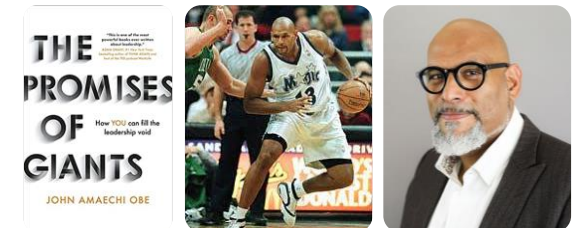
1. Embrace the full **complex** and confusing challenges and opportunities you face
2. Identify the **crux**: the **main obstacle** to overcome **again and again**
3. Only **after** avoiding a too rapid convergence on action, a group can **design the coherent actions**



13. Where in your work would the strategy framework and challenge-based strategy be helpful?

A Vital First Step Toward Realizing Your Potential as a Person and as a Leader

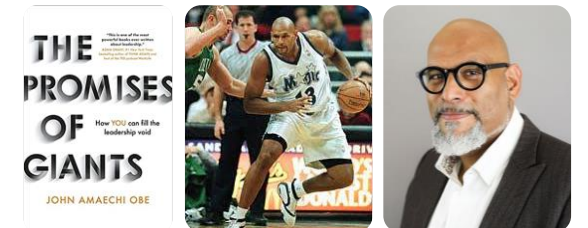
Is **knowing yourself** intimately and objectively



John Amaechi
Psychologist (and ex-NBA player)

You Cannot Grow

Without an accurate understanding of who you are and **where you're starting from**

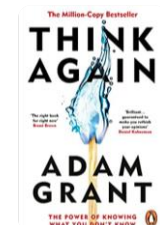


John Amaechi
Psychologist (and ex-NBA player)

The Process of Rethinking

Starts with intellectual humility

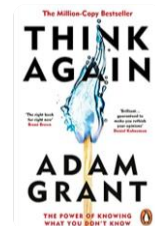
Knowing what we don't know



Adam Grant
Professor of psychology, Wharton

If Knowledge is Power

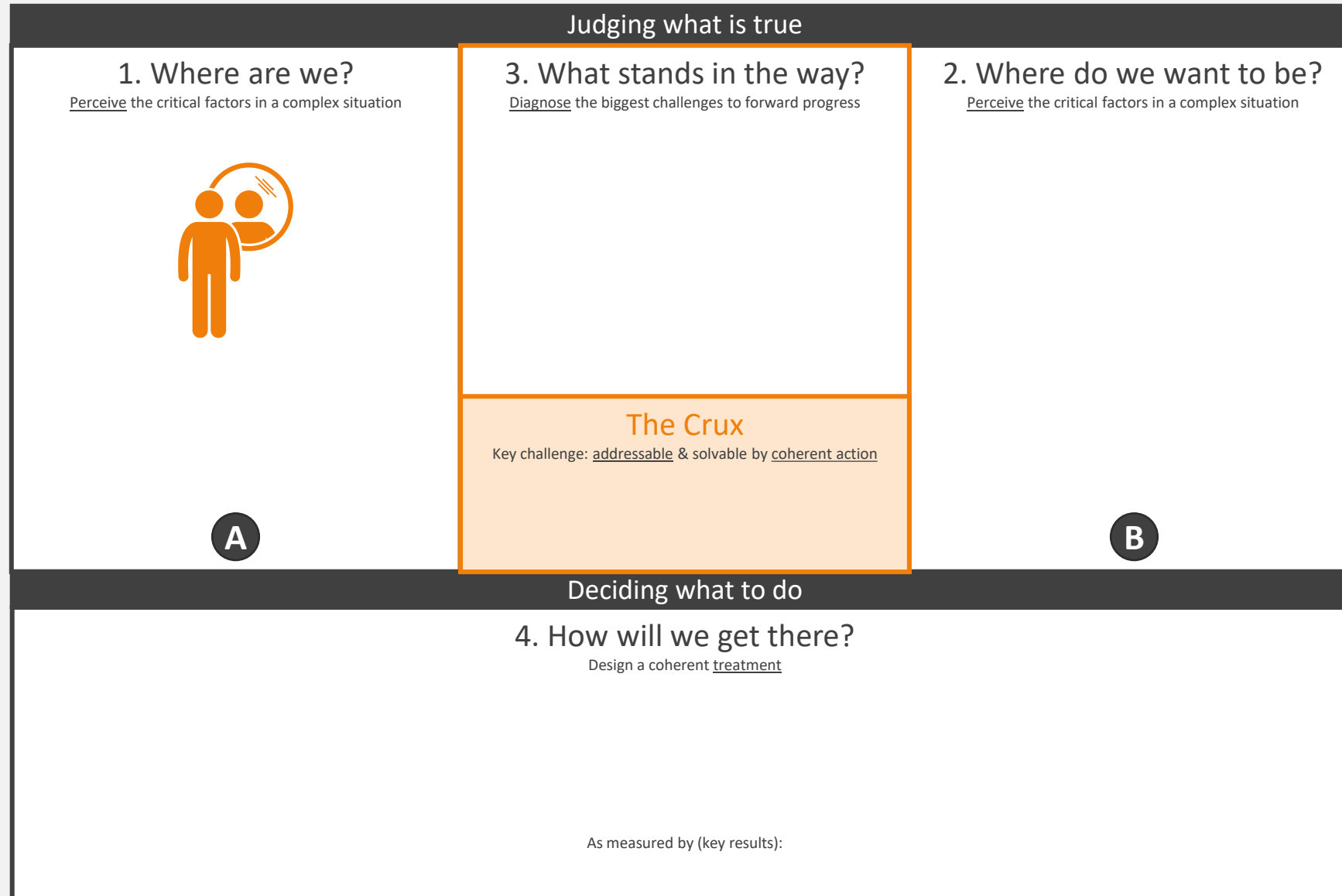
Knowing what we don't know is wisdom



Adam Grant
Professor of psychology, Wharton

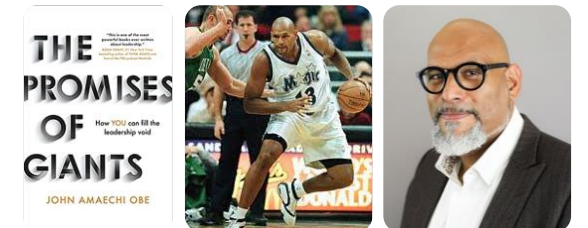
Strategy Canvas

Purpose of discussion:



Be Kind To Yourself

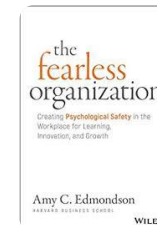
I promise to view myself critically, but not cruelly



John Amaechi
Psychologist (and ex-NBA player)

Challenge-Based Strategy Requires A Culture of Psychological Safety

The **belief** that the work environment is
safe for interpersonal risk taking



Prof. Amy Edmondson
Harvard Business School

Mutuality Can Make It Easier to Build a Culture of Psychological Safety and Intellectual Honesty



Case Study: Gore Mutual

Canada's oldest general insurance company, started in 1839 with the purpose of protecting people and their businesses from fire



Paul Jackson
COO, Gore Mutual (Canada)

Listen For ...

A

B

Judge what is true

1. Perceive the critical factors in your complex situation
2. Diagnose the crux (the main obstacle to overcome)



Before deciding what to do

3. Design a treatment of coherent actions



Paul Jackson

COO, Gore Mutual (Canada)



Today, we are a fast growing, purpose driven, digitally-led challenger brand.

600 Employees
USD\$500M Premiums
Property & Casualty General Insurance
Motor, Home, Business Lines
100% intermediary distribution

© 2017 GORE MUTUAL. ALL RIGHTS RESERVED.

The Crux

How can such an old company be such a small company?



Paul Jackson
COO, Gore Mutual (Canada)

The Answer Lies in One Dimension of Mutuality That Our Company Embraced

Conservatism,
prudence, and
maintaining local roots



Paul Jackson
COO, Gore Mutual (Canada)

Case Study: Gore Mutual



Today, we are a fast growing,
purpose driven, digitally-led
challenger brand.

600 Employees

USD\$500M Premiums

Property & Casualty General Insurance

Motor, Home, Business Lines

100% intermediary distribution

ICMIF CENTENARY CONFERENCE

Embrace the Full Complex and Confusing Challenges and Opportunities You Face

Gore Mutual's challenges combine to threaten the entire business



Paul Jackson
COO, Gore Mutual (Canada)

Case Study: Gore Mutual



But we're facing some formidable and, in some cases, uniquely Canadian challenges.

- Capital
- Consolidation
- Customer
- Costs

ICMIF CENTENARY CONFERENCE



Case Study: Gore Mutual



Capital

Most Canadian Mutuals cannot access external capital, and the few available options are limited and expensive, leaving earnings as the only viable source of growth capital.

Consolidation

The whole industry is rapidly consolidating, leveraging scale benefits that create competitive advantages in pricing, risk selection, customer service and operating costs.

Customer

Expectations are advancing fast, with customers now demanding digital experiences from companies with purpose at their heart.

Costs

Climate-change, tightening reinsurance markets and new technology all place disproportionate pressure on Mutuals' balance sheets.

ICMIF CENTENARY CONFERENCE



Case Study: Gore Mutual



These challenges represent an existential threat to sub-scale Canadian Mutual insurers.

In 2019, Gore Mutual began a journey of rapid and radical transformation to secure a vibrant future.

ICMIF CENTENARY CONFERENCE

Gore Mutual Designed a New Strategy

Project Next Horizon

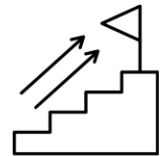


Paul Jackson
COO, Gore Mutual (Canada)

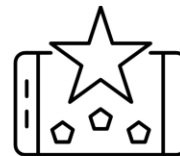
Case Study: Gore Mutual



Project Next Horizon: An audacious transformation harnessing our Mutual super-powers of speed and agility.



10-year strategy to become a top 10 Canadian insurer, 4X scale, benchmark underwriting results and industry-leading operating costs.



Transformational investments in world-class technology, specialist talent, dynamic leaders, efficient operating model and capabilities.

ICMIF CENTENARY CONFERENCE

Case Study: Gore Mutual



Transforming our businesses to become truly customer-centric is simply not optional.

It's necessary and urgent for Mutuals and co-operatives to make bold, transformational moves to secure vibrant futures.

ICMIF CENTENARY CONFERENCE

Case Study: Gore Mutual



Next Horizon will secure a vibrant future for Gore Mutual as a purpose driven, digitally-led self-sustaining Mutual.

ICMIF CENTENARY CONFERENCE

The Output of the Strategy Framework is an **Action Plan**

Strategy Canvas

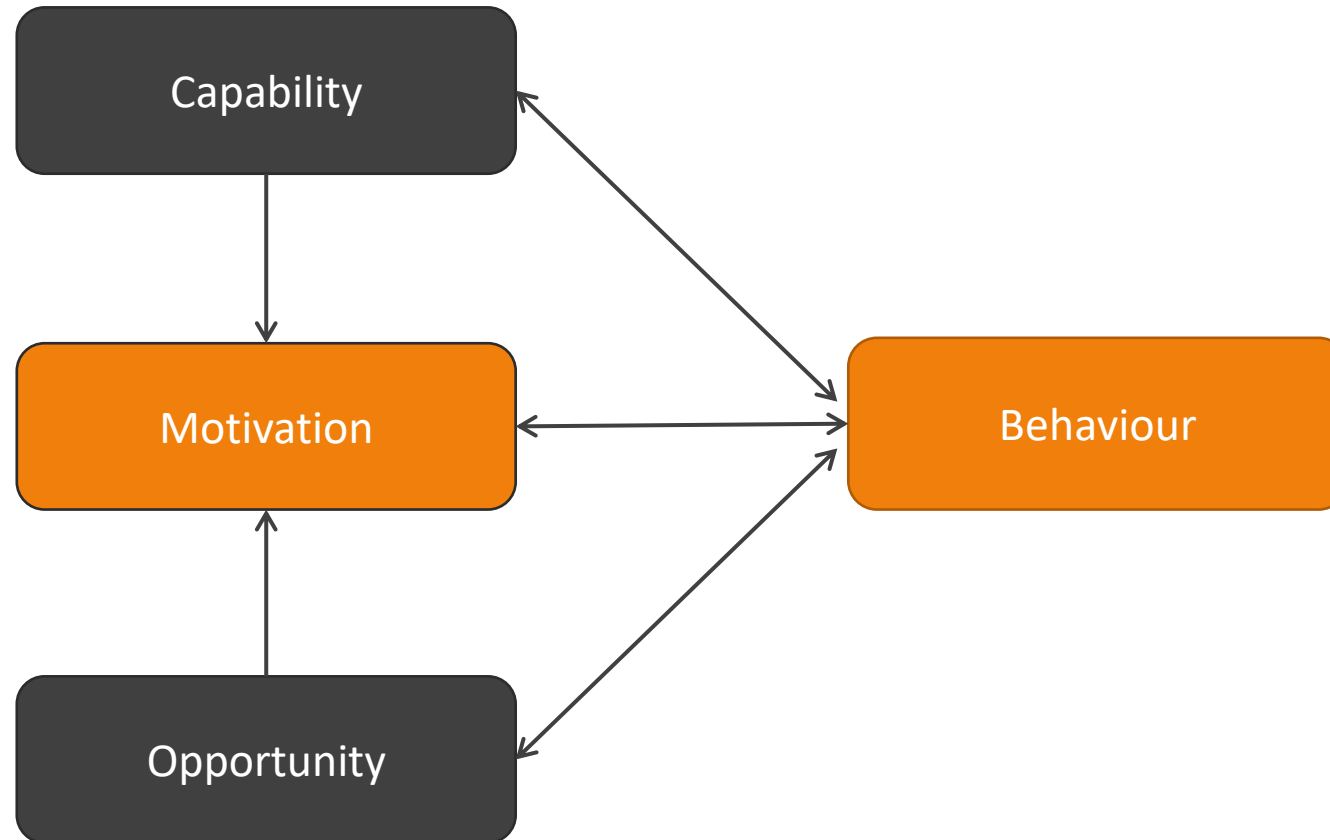
Purpose of discussion:

Judging what is true		
1. Where are we? <small>Perceive the critical factors in a complex situation</small>	3. What stands in the way? <small>Diagnose the biggest challenges to forward progress</small>	2. Where do we want to be? <small>Perceive the critical factors in a complex situation</small>
A	The Crux <small>Key challenge: <u>addressable</u> & solvable by <u>coherent action</u></small>	B
Deciding what to do		
4. How will we get there? <small>Design a coherent <u>treatment</u></small>		
<small>As measured by (key results):</small>		

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Ginger INSIGHTS

Why Leaders Fail



Prof. Susan Michie

University College London

Gore Mutual's Traditional Purpose Statement

Also required transformation



Paul Jackson
COO, Gore Mutual (Canada)

Case Study: Gore Mutual



Insurance that does good

Purpose is how we can use our resources, finances and operations for the good of society. It is thinking about what we can do today to prepare for tomorrow. But it is more than just what we do - we are focused on what we can do to inspire others to do as well.

Be Good

We are committed to doing business the right way, holding ourselves and our partners to a higher business standard. We foster a culture that supports our people, with flexible workplaces and welcoming diversity, equity and inclusion.

Do Good

We strive to provide customers with more value and service – especially when they need it most. We nurture strong relationships with our broker partners, making doing business simple, sharing goals, and investing in a more resilient future, every day.

Spread Good

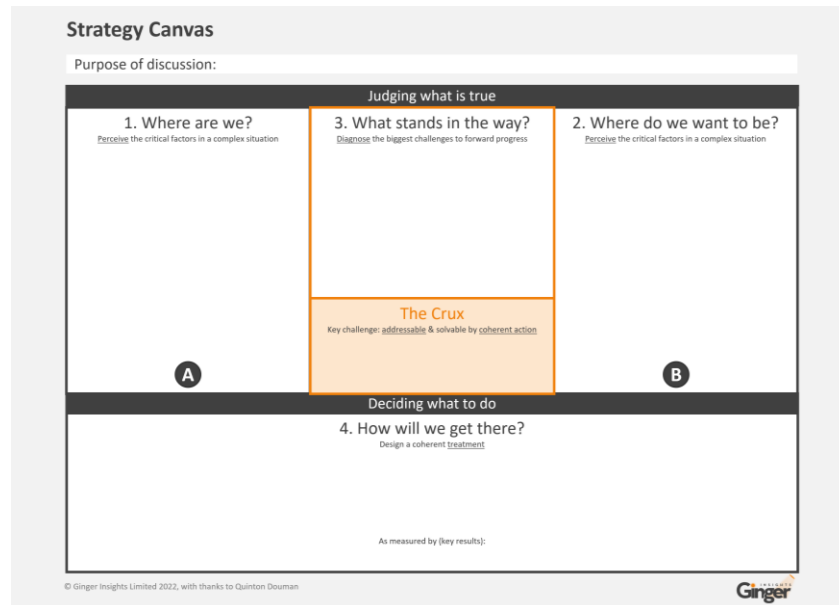
We believe there's more than enough good to go around. We continue to partner with organizations across Canada that create measurable impact and a better tomorrow.

By 2027, we intend to be a truly Purpose-Driven company, with “Purpose as a Compass” mindset embedded into our brand, strategy and operations, driving better decisions for our business growth, our people, our customers and our communities.

We will solidify our position as a leader in Purpose which will be synonymous with our Brand.

ICMIF CENTENARY CONFERENCE

Case Study: Gore Mutual Challenge-Based Strategy for Eternal Renewal



To Use Challenge-Based Strategy To Sustain Eternal Renewal

1. Embrace the full **complex** and confusing challenges and opportunities you face
2. Identify the **crux**: the **main obstacle** to overcome **again and again**
3. Only **after** avoiding a too rapid convergence on action, a group can **design the coherent actions**




The Output of the Strategy Framework is an **Action Plan**

Strategy Canvas

Purpose of discussion:

Judging what is true		
1. Where are we? <small>Perceive the critical factors in a complex situation</small>	3. What stands in the way? <small>Diagnose the biggest challenges to forward progress</small>	2. Where do we want to be? <small>Perceive the critical factors in a complex situation</small>
A	The Crux <small>Key challenge: <u>addressable</u> & solvable by <u>coherent action</u></small>	B
Deciding what to do		
4. How will we get there? <small>Design a coherent <u>treatment</u></small>		
<small>As measured by (key results):</small>		

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“Strategy Boils Down to Three Tools”

1. It’s an assessment of what you think **truth is today**
2. It’s a prediction of what you think **truth is tomorrow**
3. It’s a decision of how you’re going to **place your resources** amongst any number of different alternatives based on your **prediction of truth**



Dan Wagner
CEO, Cavis Analytics

“Strategy Boils Down to Three Tools”

1. It's an assessment of what you think **truth is today.**

Judging what is true

2. It's a prediction of what you think **truth is tomorrow.**

3. It's a decision of how you're going to **place your**

resources amongst any number of different alternatives based on your **prediction of truth.**

Deciding what to do

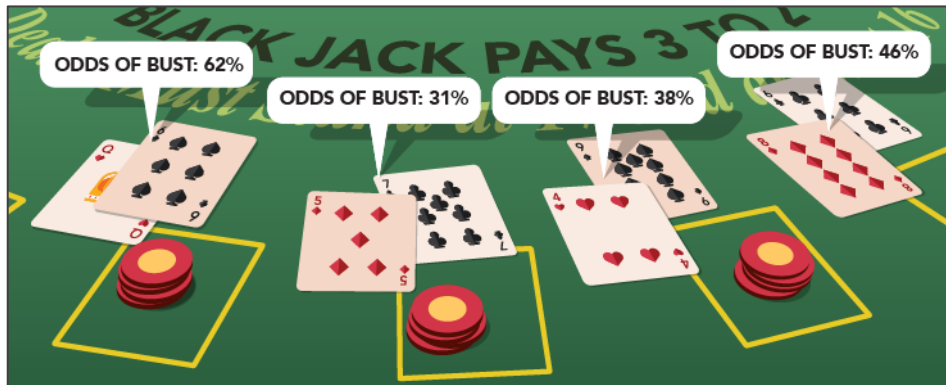


Dan Wagner
CEO, Civis Analytics

Judgement and Decision Making

Judgement

Assigning odds
in the face of uncertainty



Decision Making

What to do
in receipt of those odds



We Place Bets Differently Depending on the Situation



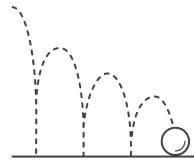
Technical

Complex



The Difficulty of Forecasting

Low difficulty



High difficulty



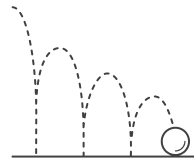
Technical

Complex



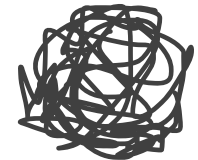
Place Smaller Bets As Complexity Increases

Large bets



Technical

Small bets



Complex

Because We Snap & Stick

How will we get there?



Where are we?

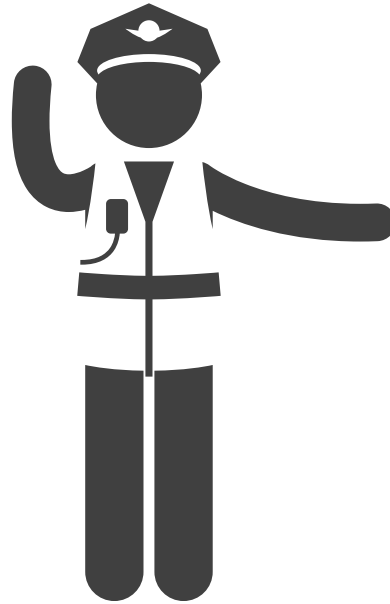
A



B

Where do we
want to be?

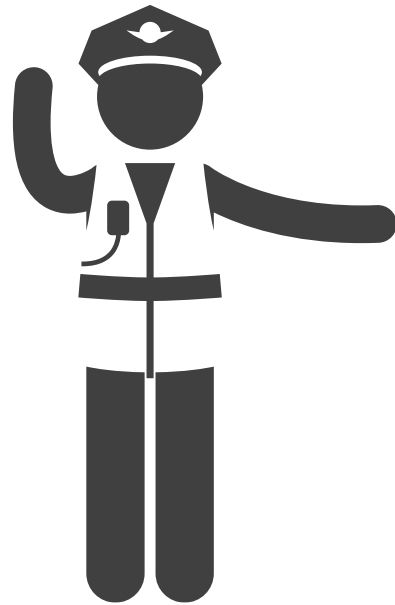
Key Tool: Challenge Before Acting



Because we snap and stick

ICMIF Advanced Management Course 2024

Tools for Leading Eternal Renewal: Healthy Challenge



Part 4 (of 6)

Next break: **14:10**

Universal Challenge: We Can't See the Quality of our Thinking While We are Thinking

1000

40

1000

30

1000

20

1000

10

4100

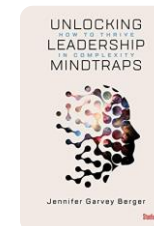
What Does It Feel Like

To be **right**

- Comfortable
- Confident
- **Nothing**

To be **wrong**

- It's embarrassing
- It's distressing
- You feel stupid & uncomfortable



Jennifer Garvey Berger
Cultivating Leadership

What Does It Feel Like

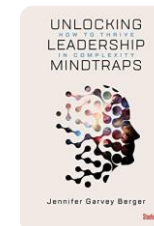
To be **right**

- Comfortable
- Confident
- **Nothing**

~~To be **wrong**~~

To **learn** that we are wrong

- It's embarrassing
- It's distressing
- You feel stupid & uncomfortable



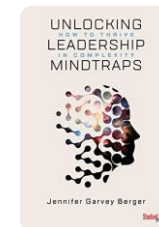
Jennifer Garvey Berger

Cultivating Leadership

What Does It Feel Like

To be **right**
Nothing

To be **wrong**
Nothing

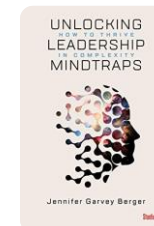


Jennifer Garvey Berger
Cultivating Leadership

Being Wrong, Before We Know We Are Wrong Feels Like What It Feels Like to be Right

To be **right**
Nothing

To be **wrong**
Nothing

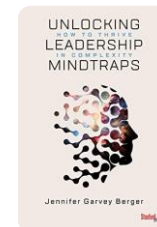


Jennifer Garvey Berger
Cultivating Leadership

Believing We're Right

Narrows and **closes down possibilities**

Mostly we don't even notice we're doing it

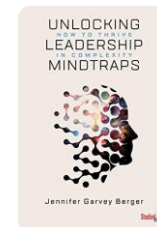


Jennifer Garvey Berger

Cultivating Leadership

If We Hold the Possibility That We Might be Wrong

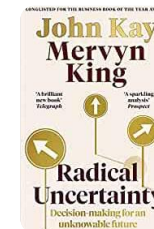
Whole new vistas open for us
We become more **curious**
better **listeners**
and better **problem-solvers**



Jennifer Garvey Berger
Cultivating Leadership

Before They Form a Preliminary View Good Decision-Makers

Listen respectfully, and seek a wide range of advice and facts

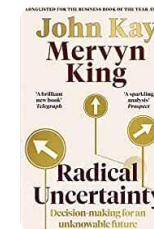


Sir John Kay and Lord Mervyn King

Former Dean of Oxford Said Business School and former Governor of the Bank of England

When Good Decision-Makers Arrive at a View

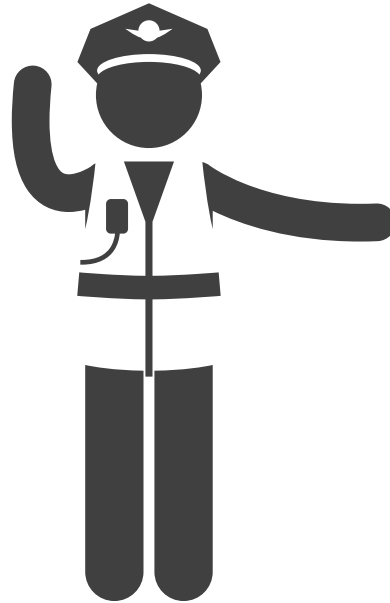
They **invite challenge** to it, **before**
drawing the discussion to a conclusion



Sir John Kay and Lord Mervyn King

Former Dean of Oxford Said Business School and former Governor of the Bank of England

Key Tool: Challenge Before Acting



How could I be wrong?

Key Tool: Challenge Before Acting

Because we snap & stick

1. What must be true ...?



2. What else could it be?



3. Access an outside view



4. Look away





1. What Must Be True For ... ?



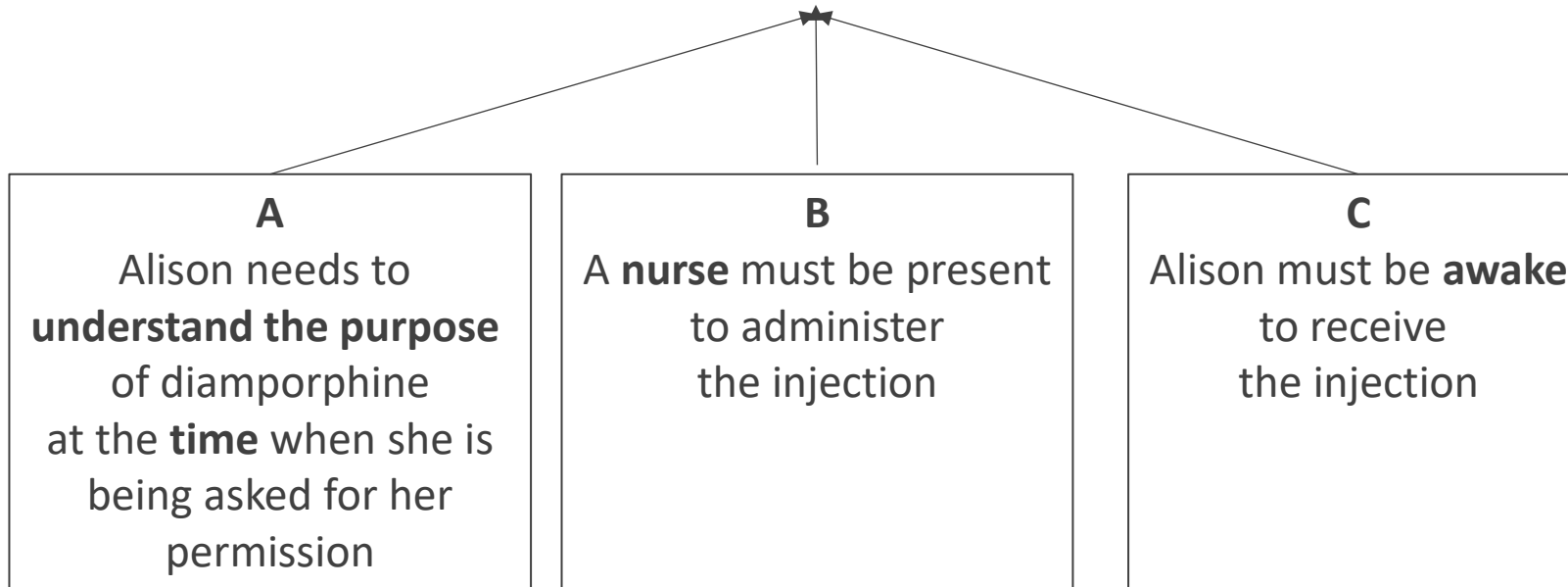
Highly effective when coaching

What Must Be True?

1. How do we enable Alison and John to have a comfortable night?

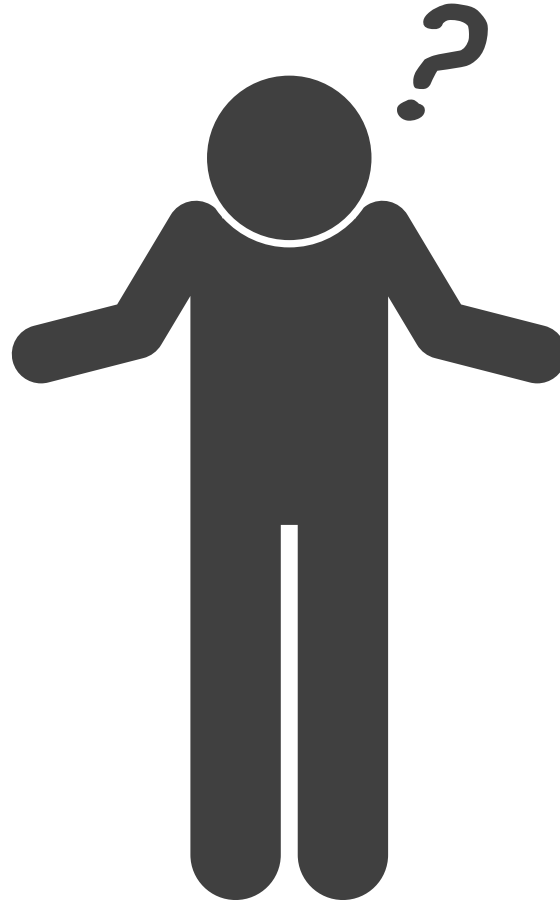
The night nurse recommends **diamorphine** so that Alison sleeps through

2. What must be true for Alison to receive diamorphine before bed?





2. What Else Could It Be?



Highly effective when coaching

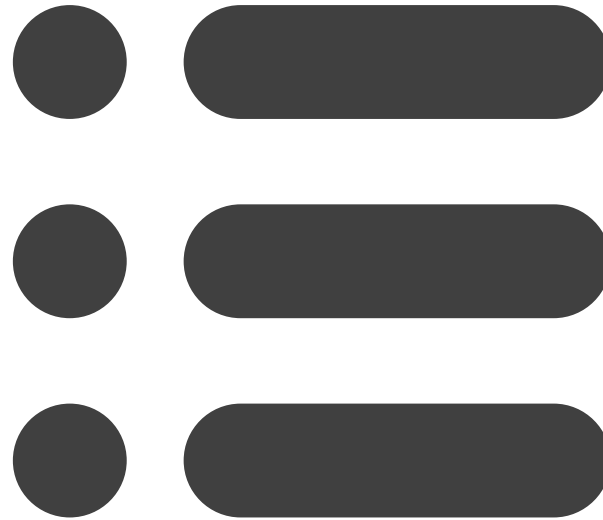
Seek Disconfirming Evidence

The most fundamental principle in clinical decision-making is that the interpretation of new information depends on **what you believed beforehand**



Sox, Higgins, Owens 2013

Using “What Else Could it Be?” Is a Chimp-Friendly Way to Invite Alternatives



?

What else could it be?

What Else Could It Be?

Amazon's Leadership Principles

1. Customer Obsession
 2. Ownership
 3. Invent and Simplify
- Etc.

Unless you know better ones



Colin Bryar & Bill Carr

Working Backwards



3. Access An Outside View



Base Rate Neglect

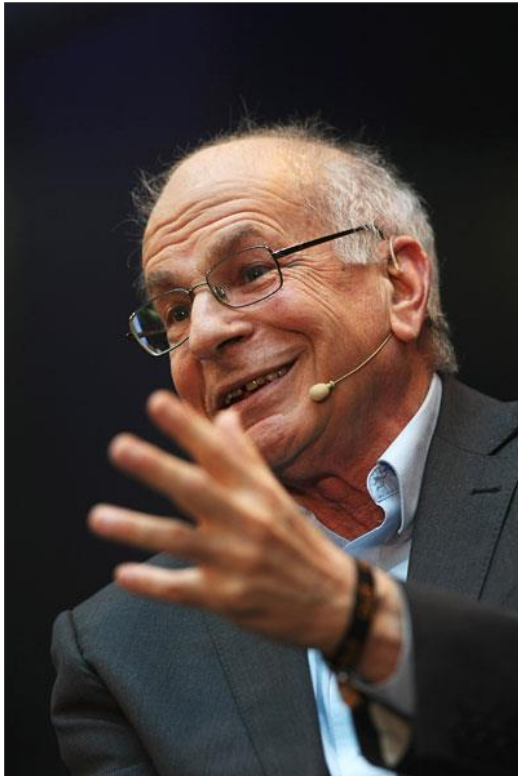
The Inside View



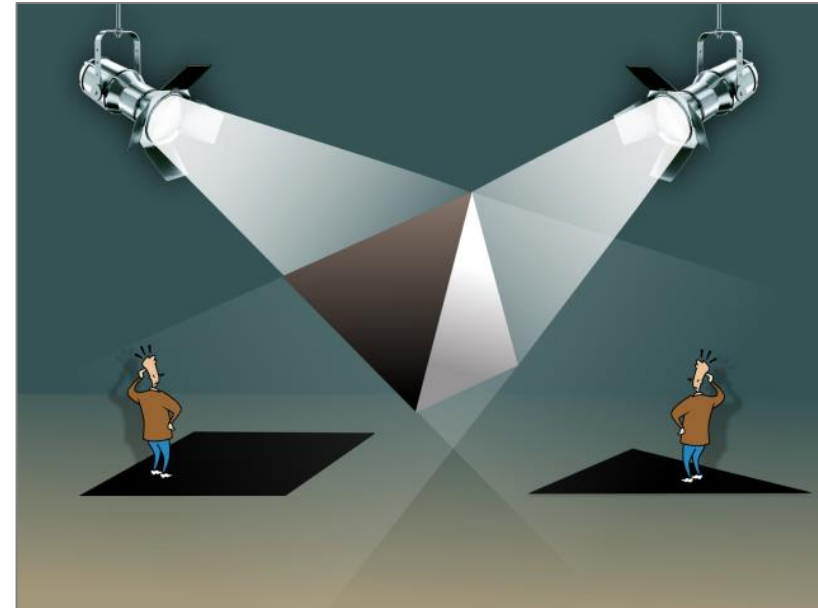
- Project started: 1976
- 1 year
- Estimate: 18 to 30 months
- Seymour
- 40% never finish
- **Base rate: 7 to 10 years**
- “Let’s press on”
- Project finished: 1985

Access an Outside View

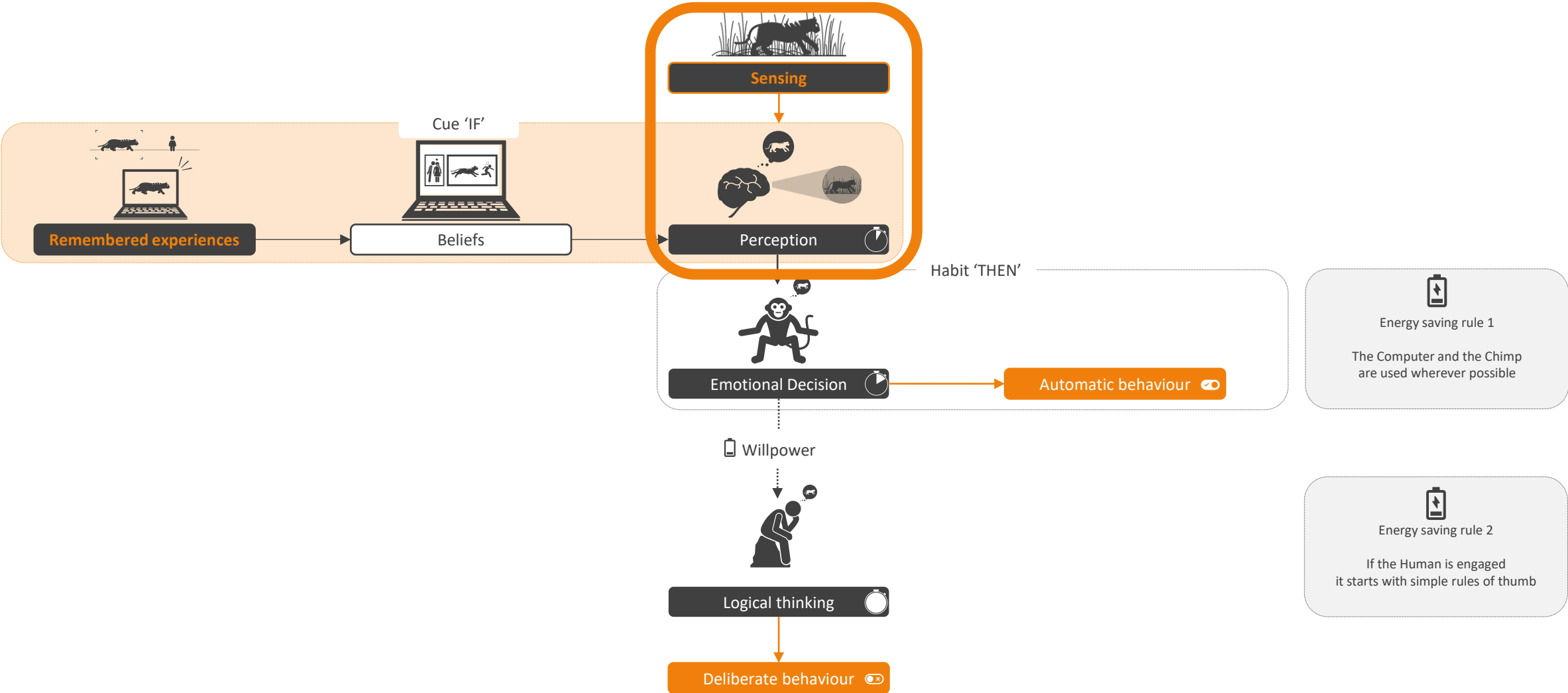
The Inside View



The Outside View



Break the Frame



The Problems of Mutual Insurers are Universal

The **solutions** are **specific** and **context
dependent**



Rob Wesseling
President and CEO, The Co-operators

Access an Outside View



**Jana
Vanderlinden**

P&V
BELGIUM



**Jens
Smids**

P&V
BELGIUM



**Pim
Robyn**

P&V
BELGIUM



**Cindy
Nestman**

Co-operators
CANADA



**Anne
Rice**

Wawanesa Mutual
Insurance
CANADA



**Justin
Pursaga**

Wawanesa Mutual
Insurance
CANADA



**Helle
Sand**

LB Group
DENMARK



**Kenneth
Wolstrup**

LB Group
DENMARK



**Andreas
Gärtner**

R+V Versicherung AG
GERMANY



**Franziska
Rummel**

R+V Versicherung AG
GERMANY



**Sven
Bähies**

R+V Versicherung AG
GERMANY



**Amie Grace
Sabornido**

CLIMBS
PHILIPPINES



**Ryan Dale
Maquidato**

CLIMBS
PHILIPPINES



**Richard
Hyman**

ICMIF
UNITED KINGDOM

ICMIF's Peer-to-peer Consultancy

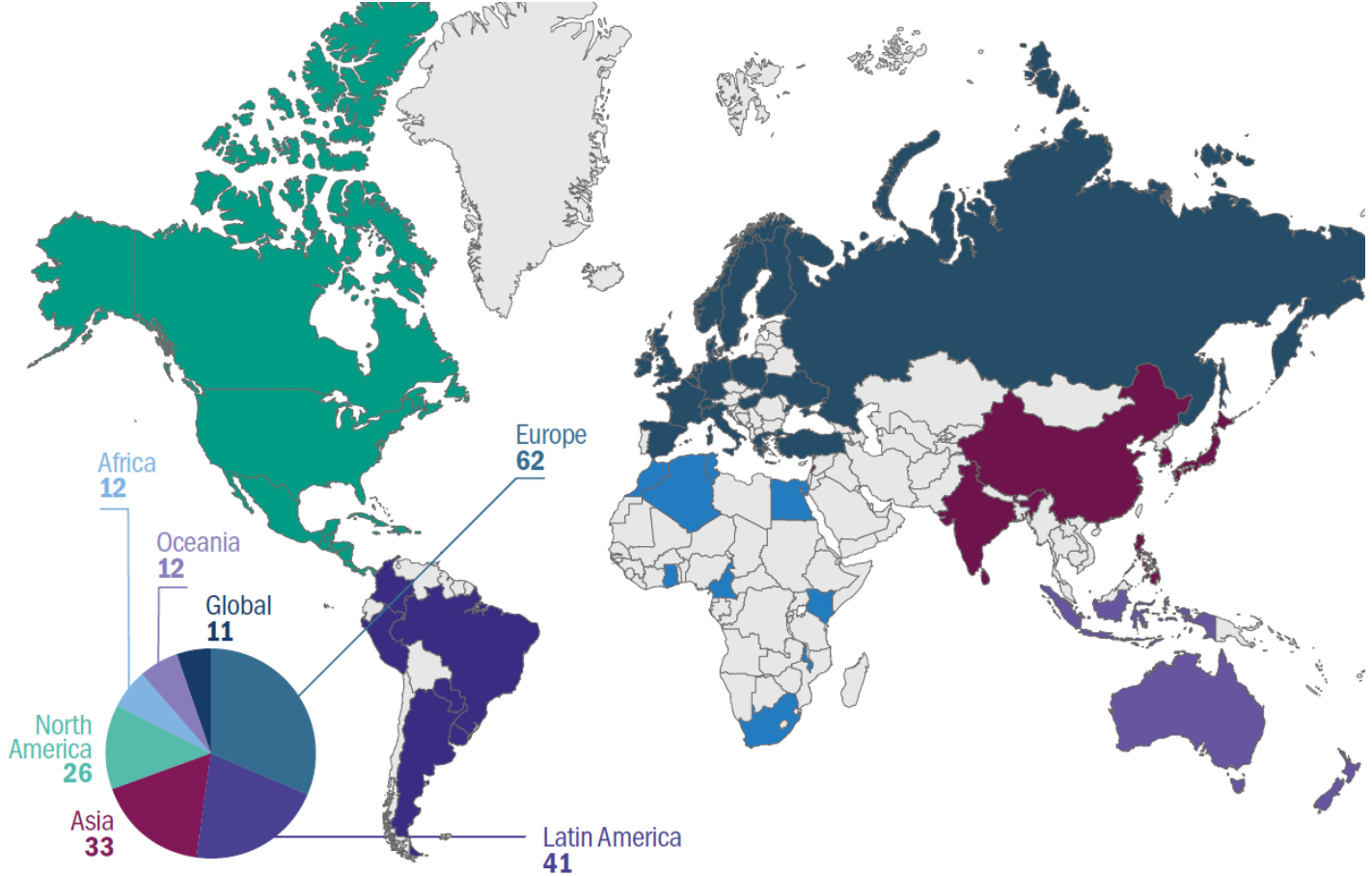
Better and **cheaper** than McKinsey



Hilde Vernailen

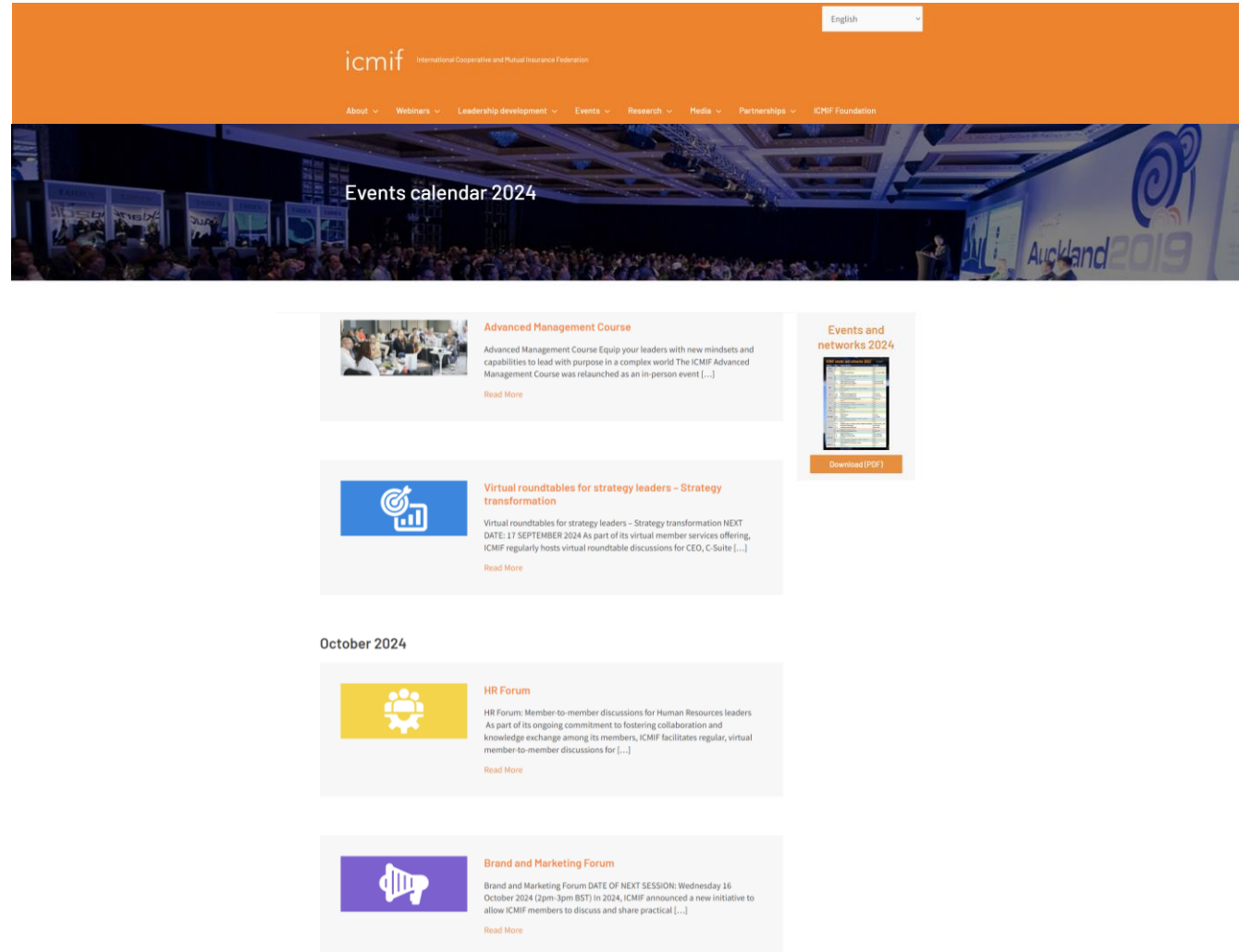
Chair of the Management Committee, P&V (Belgium)

ICMIF Offers Many Peer to Peer Consultancy Opportunities



Access an Outside View

www.icmif.org

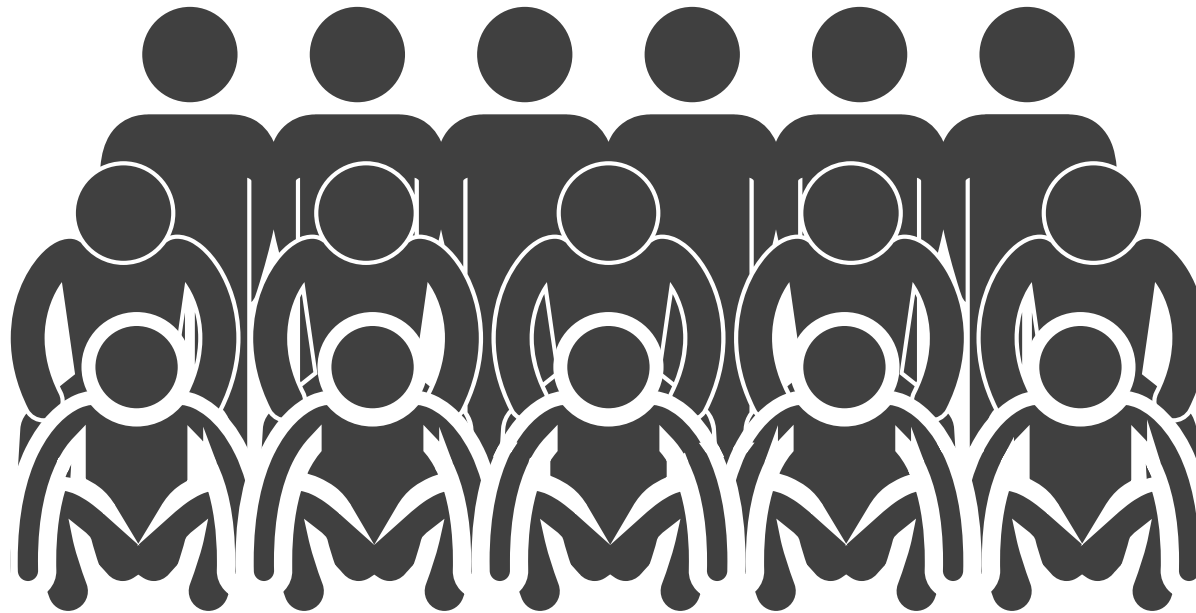


The screenshot displays the ICMIF website's 'Events calendar 2024' page. The header is orange with the ICMIF logo and navigation menu. The main content area features a large banner image of a conference hall with the text 'Events calendar 2024' overlaid. Below the banner, there are several event cards:

- Advanced Management Course**: A card with a photo of a group of people in a meeting. The text describes the course as an in-person event for leaders. A 'Read More' link is present.
- Events and networks 2024**: A card with a PDF document icon and a 'Download PDF' button.
- Virtual roundtables for strategy leaders - Strategy transformation**: A card with a blue icon of a target and bar chart. The text mentions a virtual roundtable on September 17, 2024. A 'Read More' link is present.
- October 2024**: A section header for the month.
- HR Forum**: A card with a yellow icon of people. The text describes member-to-member discussions for HR leaders. A 'Read More' link is present.
- Brand and Marketing Forum**: A card with a purple icon of a megaphone. The text mentions a forum on Wednesday, October 16, 2024. A 'Read More' link is present.

ICMIF Learning Alumni Group

Mike will be in touch



Which Structure Produces Better Outcomes?

Meeting Structure 1

Diagnosis

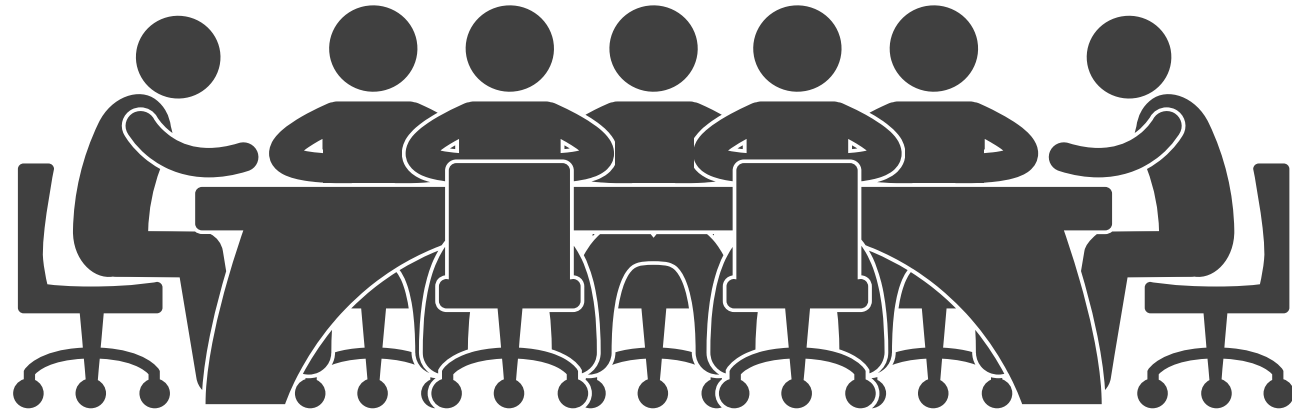
Treatment

Meeting Structure 2

Diagnosis

Coffee break

Treatment



Which Structure Produces Better Outcomes?

Meeting Structure 1

Diagnosis

Treatment

Meeting Structure 2

Diagnosis

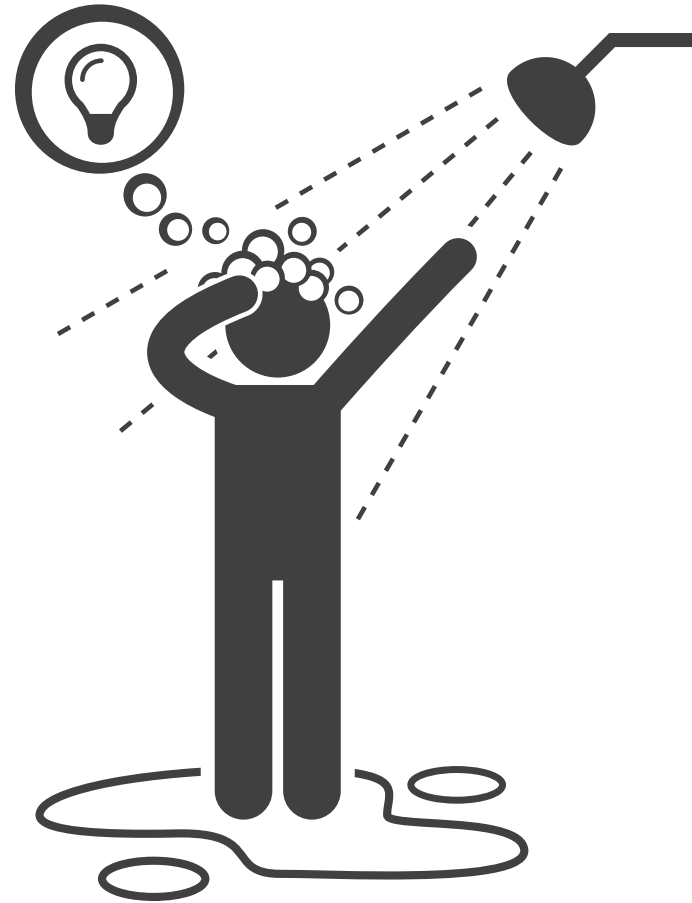
Coffee break

Treatment

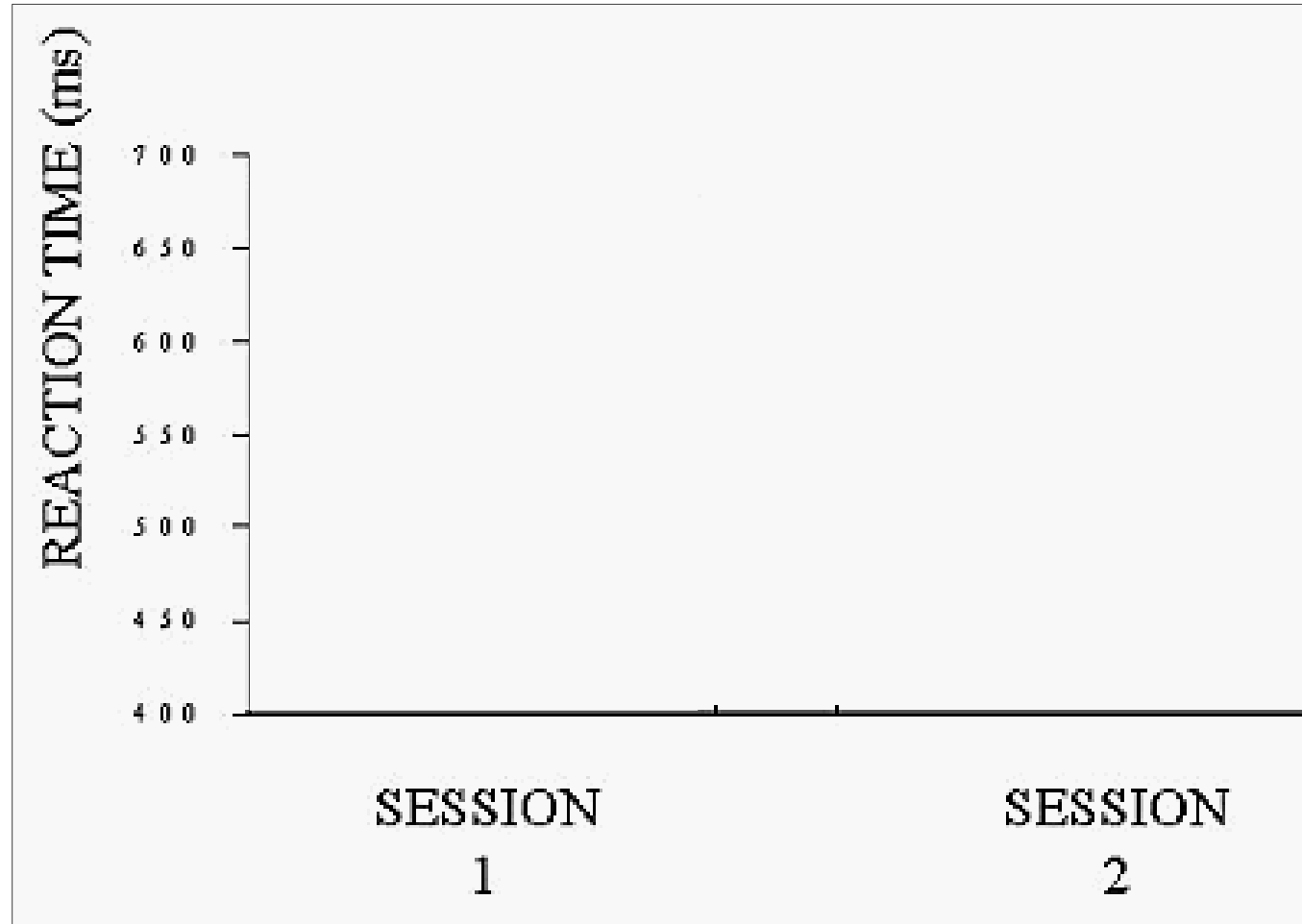




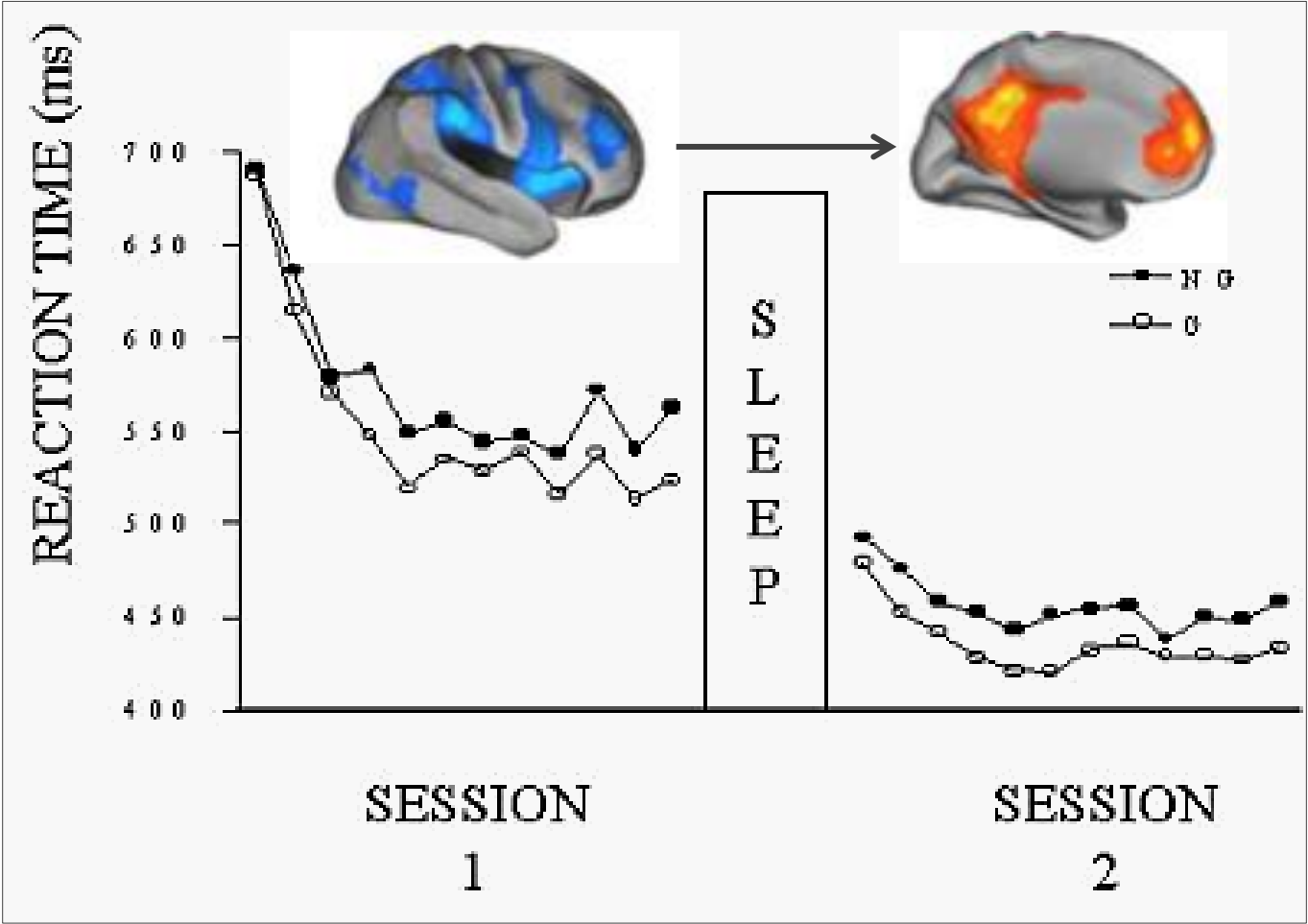
4. Look Away



Working While You Sleep!



The Power of Looking Away



I Take It We Are All In Complete Agreement

Then, I propose we **postpone** further **discussion** of this matter **until** the next meeting to give ourselves time to develop disagreement, and perhaps gain **some understanding** of what the decision is all about.

Alfred P. Sloan
President and CEO, General Motors c. 1956

Key Tool: Challenge Before Acting

Because we snap & stick

1. What must be true ...?



2. What else could it be?



3. Access an outside view



4. Look away



Highly effective when coaching



Your Return On Investment



4 simple healthy challenges

(#1 and #2 highly effective when coaching)

1. What must be true ...?



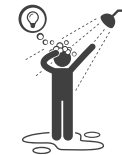
2. What else could it be?



3. Access an outside view

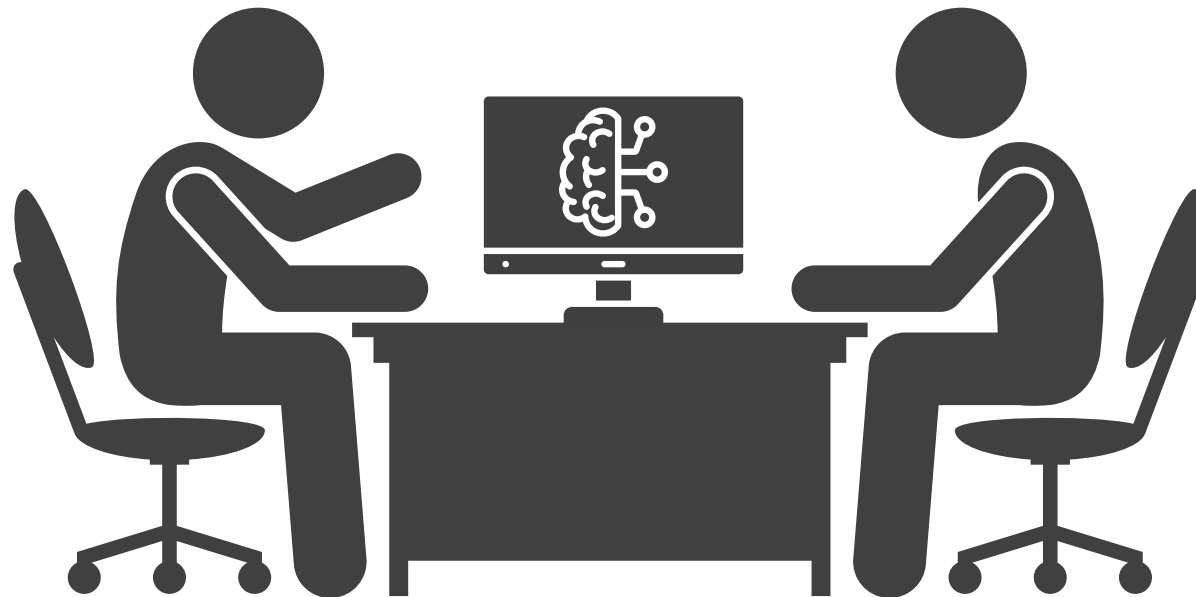


4. Look away



14. Where in your work would one of the simple healthy challenges be helpful?

Preliminary Observations: Using AI With Healthy Challenges







Challenging Before Acting While Harnessing AI

 1. What must be true ...?



 2. What else could it be?



-  1. Capture your **independent** perspective using the healthy challenges
-  2. Use the **AI as an outside view**, applying the healthy challenges
-  3. Use the AI to **research base rates** to explore, “**is this reasonable?**”
4. Review
-  5. Look away
6. Act

The Essence of Strategy

A

B

Judging what is true

1. Perceive the critical factors in a complex situation
2. Diagnose the biggest challenges to forward progress



Deciding what to do

3. Design a coherent treatment



A Vital Stage is Missing

A

B

Judging what is true

1. Perceive the critical factors in a complex situation
2. Diagnose the biggest challenges to forward progress

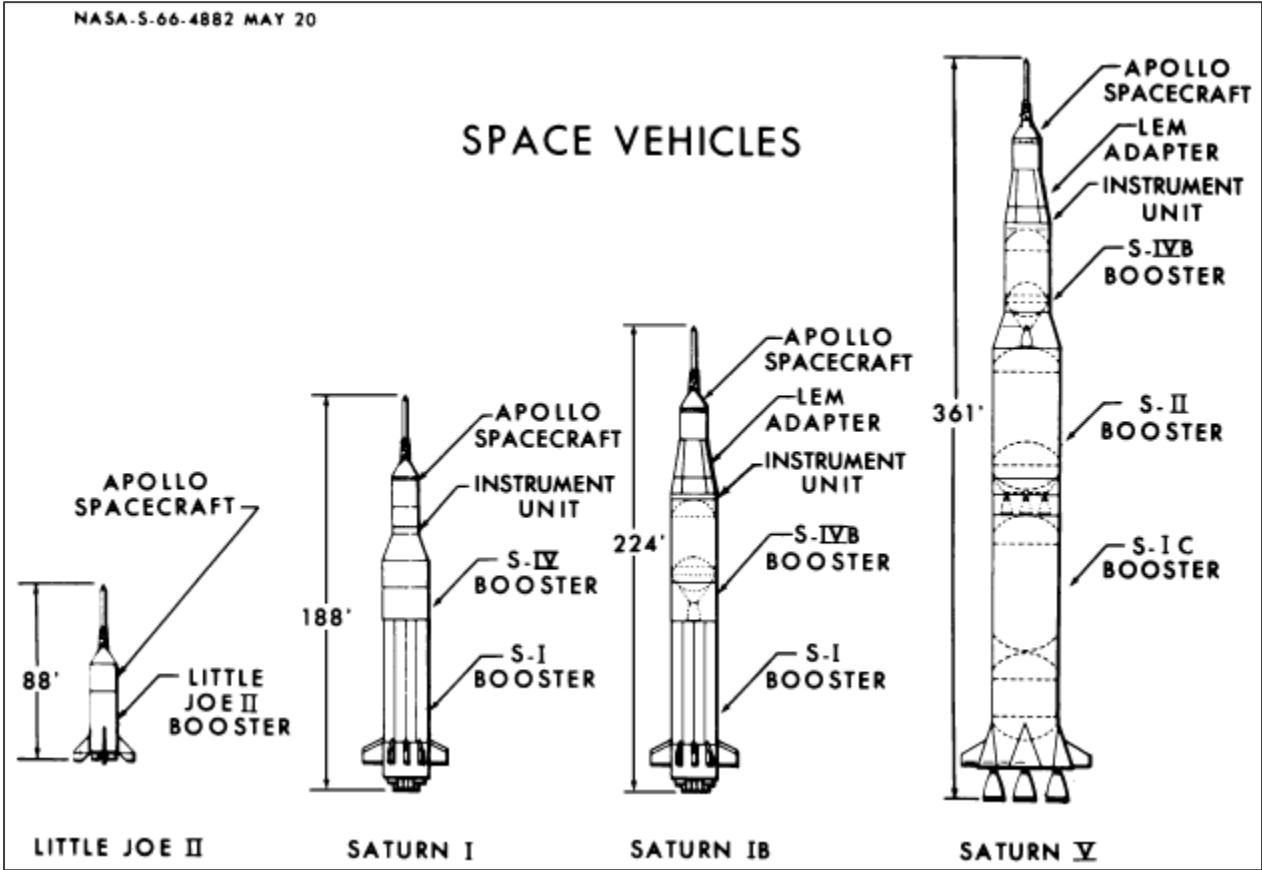


Deciding what to do

3. Design a coherent treatment



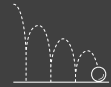
Why Was It a Saturn 5 Rocket that Enabled a Moon Landing?



Credit: NASA - NASA, Public Domain, commons.wikimedia.org/w/index.php?curid=5171973

Complex Situations Require Teams Using Models and Tools

Technical



Repeated patterns



Predict with confidence



Reliable learning



Engage an expert



Apply rules

Complex



Hard to understand



Impossible to predict



Hard to learn from



Work as a team



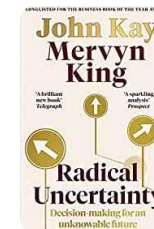
Apply models and tools

Plan, Do, Review To Make Progress In Complex Systems



Good Strategies for a Radically Uncertain World

Acknowledge that we do not know what the
future will hold



Sir John Kay and Lord Mervyn King

Former Dean of Oxford Said Business School and former Governor of the Bank of England

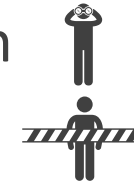
Use Challenge-Based Strategy To Sustain Eternal Renewal Again and Again

A

B

Judge what is true

1. Perceive the critical factors in your complex situation
2. Diagnose the crux (the main obstacle to overcome)



Before deciding what to do

3. Design a treatment of coherent actions



“Review”



As Leaders Your Strategic Thinking Has To

Selectively Forget the Past

Create space and a supporting culture for eternal renewal by letting go of past practices, habits, activities and attitudes



Manage the Present

Optimize the current business to run at peak efficiency



Create the Right Future

Design the next generation of actions through experimentation and change in a complex world



Eternal Renewal Requires Three Box Strategic Thinking

Selectively Forget the Past

Create space and a supporting culture for eternal renewal by letting go of past practices, habits, activities and attitudes



Manage the Present

Optimize the current business to run at peak efficiency

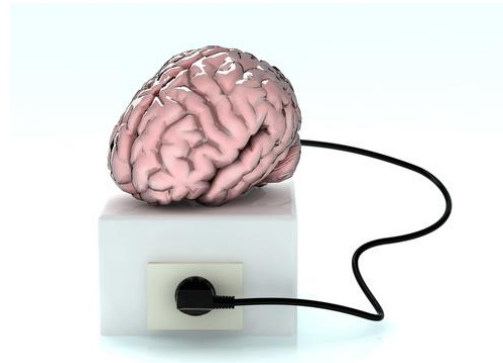


Create the Right Future

Design the next generation of actions through experimentation and change in a complex world



Break #3 (of 4 today)

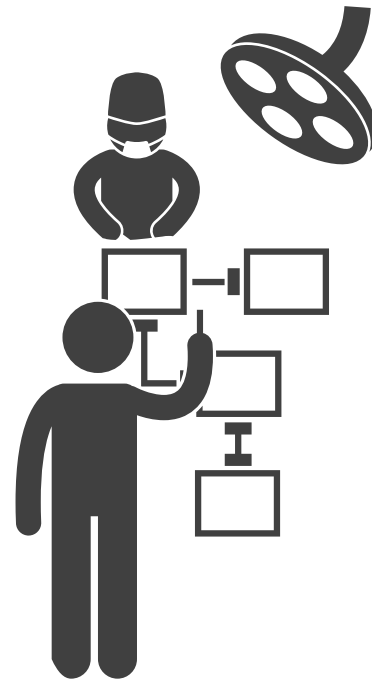


Next session starting at

14:25

ICMIF Advanced Management Course 2024

Tools for Leading Eternal Renewal: the **Pre-mortem**

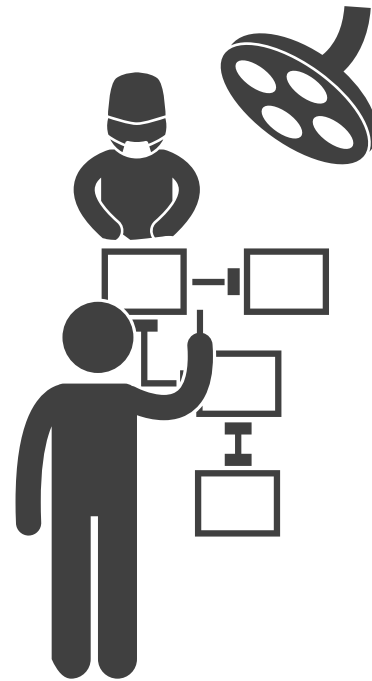


Part 5 (of 6)

Next break: **15:25**

Key Tool: Pre-mortem

Because we snap & stick

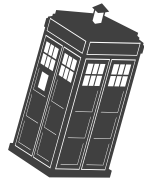


Gary Klein
President, ShadowBox

We Avoid Triggering Some of the Sources Of Human Error By Thinking Backwards

**90% of decision errors are
are errors of perception**

Become Time Travellers to the Future When The Outcome is Known



A

B

Look Backwards From the Future When The Outcome is Known

We failed ...

A

B

A



We failed ...



... catastrophically

Pre-mortem



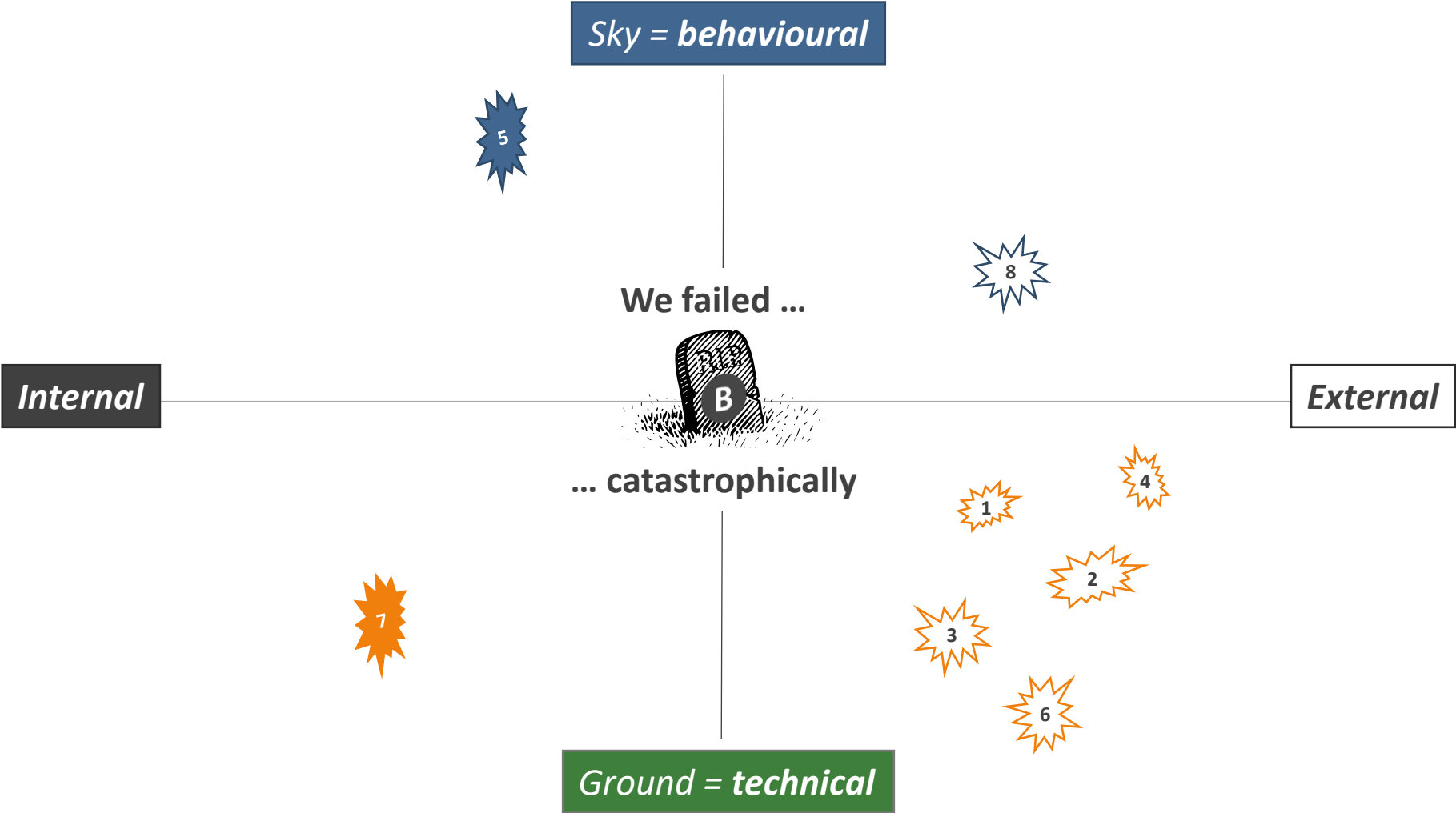
3 Steps to Collective Intelligence



1. Capture your private perspective

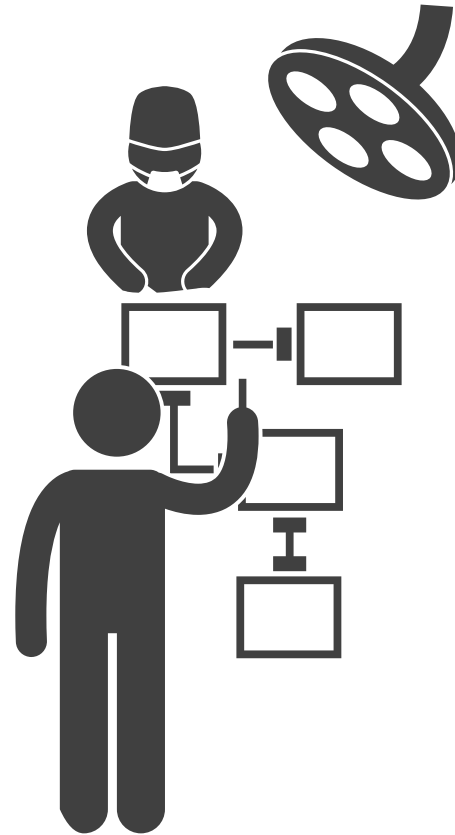
Independently judging what you perceive to be true

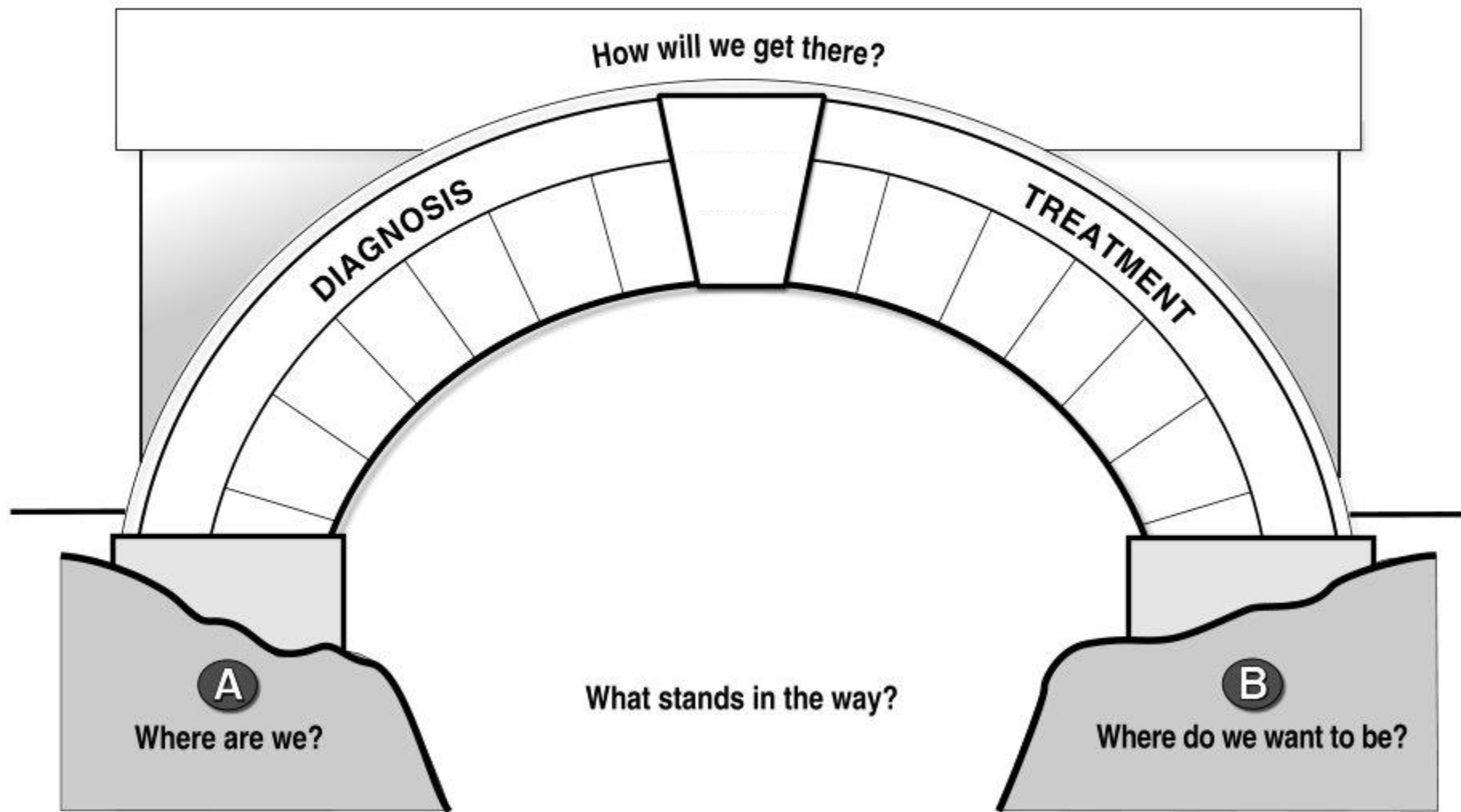
Pre-mortem



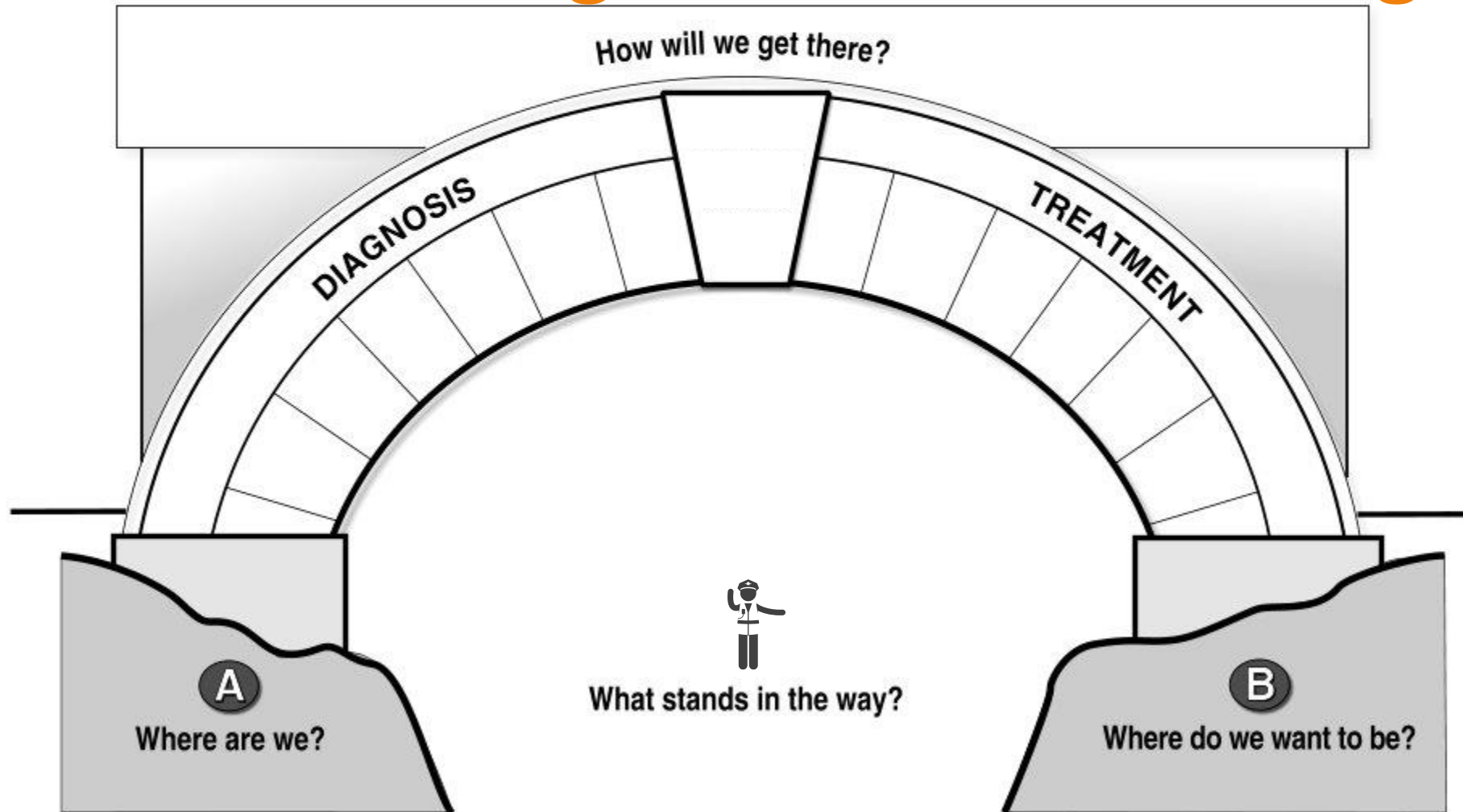
Key Tool: Pre-mortem

Because we snap & stick

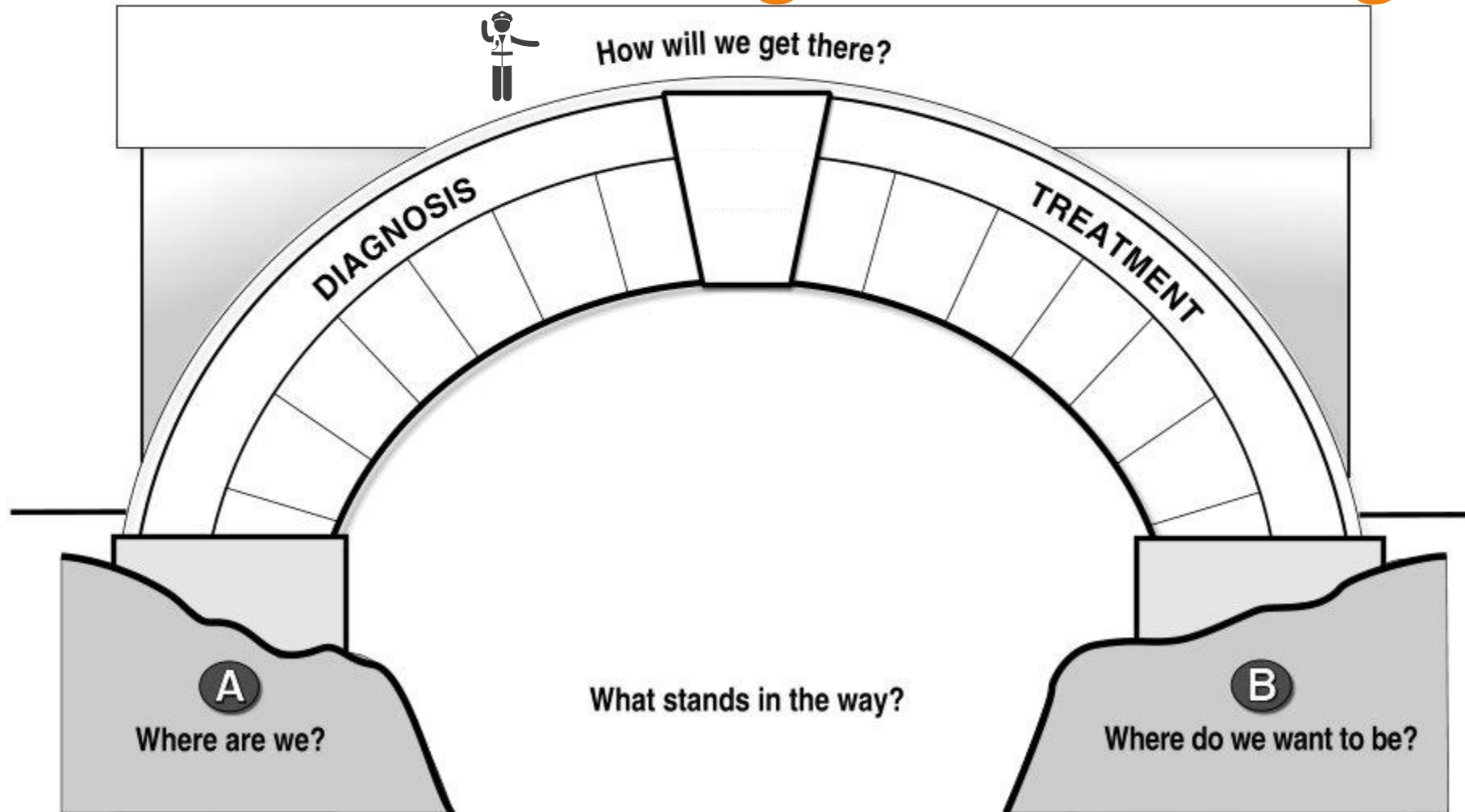




Pre-mortem at **What Stands In The Way?** To Better **Diagnose Before Treating**



Pre-mortem at **How Will We Get There?** To Better **Challenge Before Acting**





Pre-mortem

Why did we fail catastrophically?



We failed ...



... catastrophically

A

Today

End of project

Send 7 astronauts into space
Return them safely to Earth

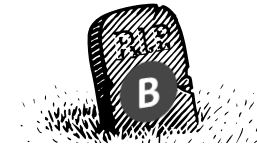


Pre-mortem

A



We failed ...



... catastrophically

Today

End of project

Send 7 astronauts into space
Return them safely to Earth

Pre-mortem

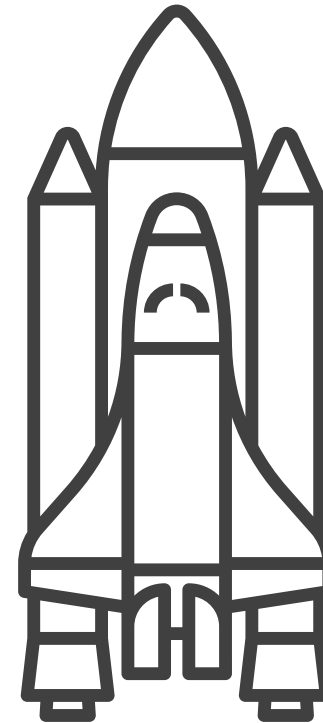
- It is the end of the mission
- Our strategy failed... catastrophically
- Looking back, why did it fail?
- We failed to send 7 astronauts into space and return them safely to Earth

Pre-mortem

- It is the end of the mission
 - Our strategy failed... catastrophically
 - Looking back, why did it fail?
- ~~• We failed to send 7 astronauts into space and return them safely to Earth~~

Pre-mortem

- It is the end of the mission
- Our strategy failed... catastrophically
- Looking back, why did it fail?
- Be specific
- Pursue root causes



Pre-mortem

- It is the end of the mission
- Our strategy failed... catastrophically
- Looking back, why did it fail?
- Be specific
- Pursue root causes



Apparent cause

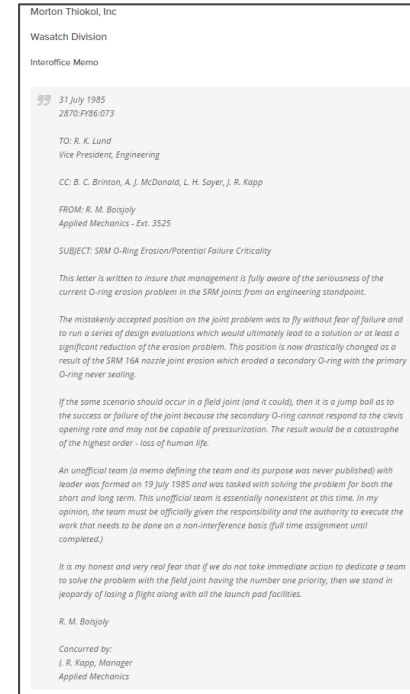
Failure of 'O' ring in low temperature

Pre-mortem

- It is the end of the mission
- Our strategy failed... catastrophically
- Looking back, why did it fail?
- Be specific
- Pursue root causes

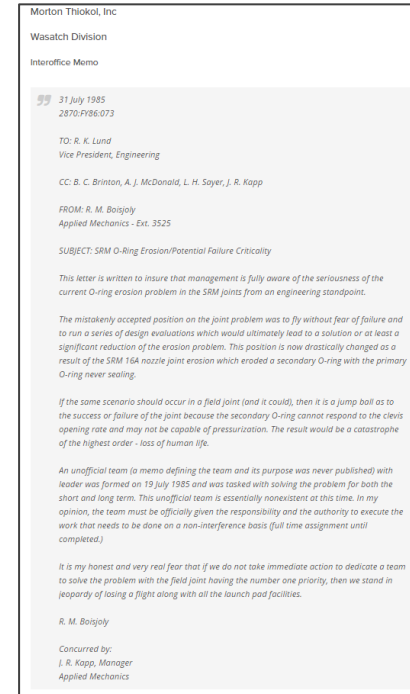
Apparent cause

Failure of 'O' ring in low temperature



Pre-mortem

- It is the end of the mission
- Our strategy failed... catastrophically
- Looking back, why did it fail?
- Be specific
- Pursue root causes



Apparent cause	Root cause
Failure of 'O' ring in low temperature	A cost-focused culture that did not listen to the concerns of engineers

Pre-mortem: Diagnosis Phase

It is the end of the project. Looking back, why did we fail catastrophically?



1. **Capture** your perspective



2. **Share** via healthy conversations



3. **Discuss** your perspectives



Why did we fail catastrophically?

- Be specific
- Pursue root causes



1. **Speaker** shares perspective without interruption



2. **Listener** summarizes back

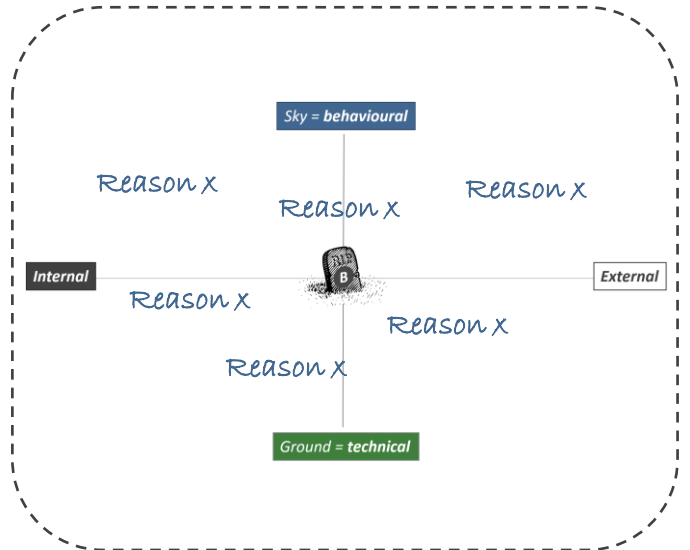


3. **Speaker** corrects and confirms



4. **Listener** records

Reason 1
* Reason 2
Reason 3

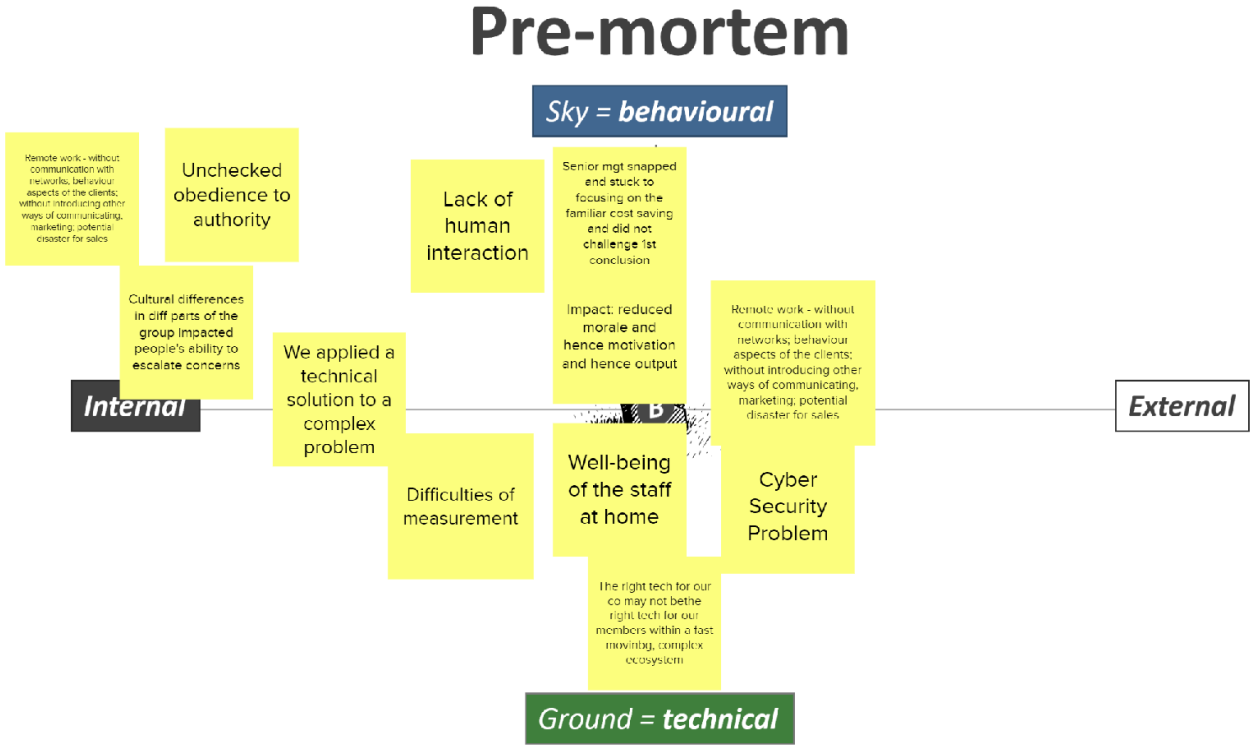


Pre-Mortem Example From Late 2020

In pursuit of your strategic objectives, you have **chosen to make permanent some of the temporary changes** introduced as a consequence of the **COVID-19** pandemic.

- It is 31st December 2021
- Your approach has failed ... catastrophically.
- **Looking back, why did it fail?**
- Be specific
- Pursue root causes

Pre-mortem Example: Diagnosis Phase



Pre-mortem: Selection Phase

Where should we focus our attention?



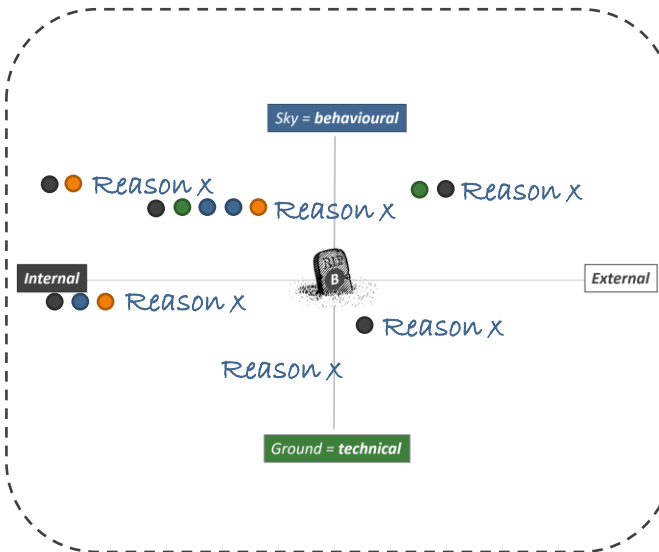
4. Capture your perspective

What's the crux: the one big thing that stands between us and success?

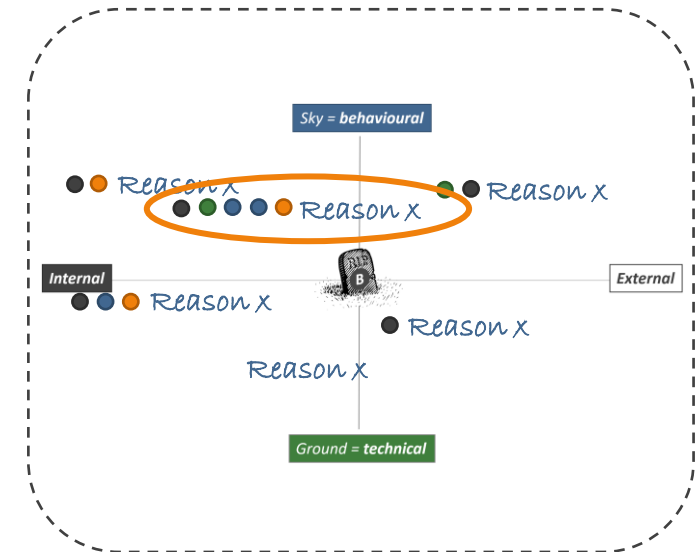
Independently prepare to spend 3 dots to indicate your perspective



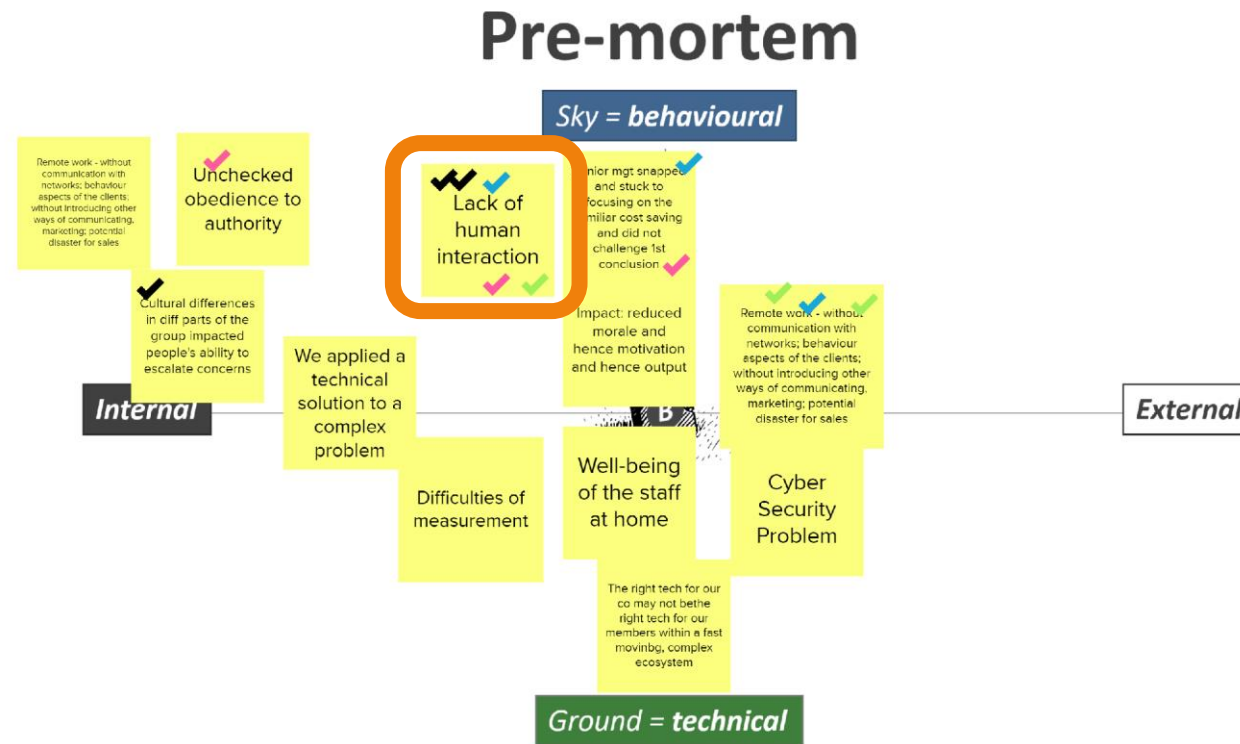
5. Simultaneously dot vote



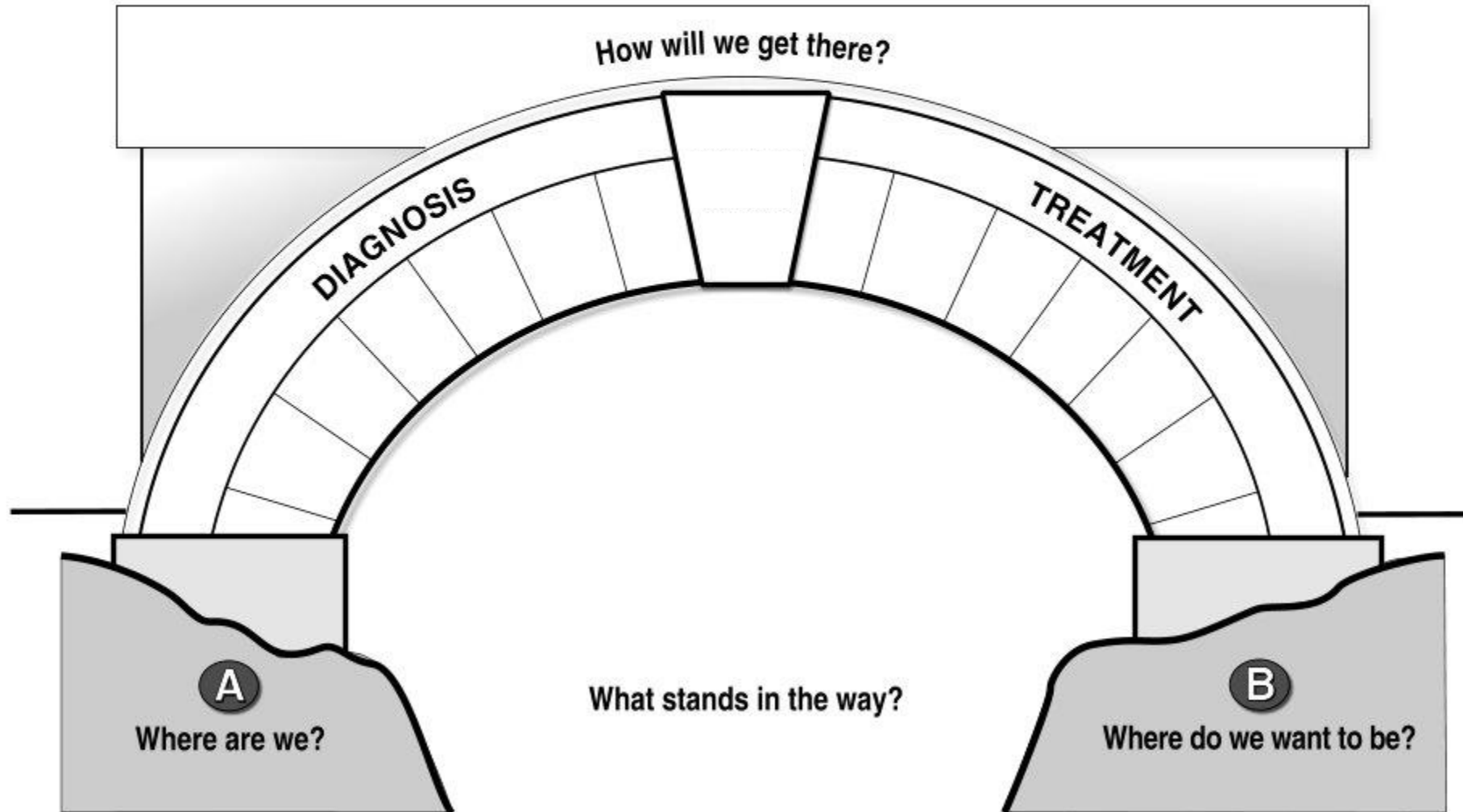
6. Select the critical reason



Pre-mortem Example: Selection Phase



How Will We Get There?



Armed With Your Key Reason(s) for Failure Mentally Return to the Present Day

A

Today



We failed ...



... catastrophically

We've Seen The Future & Know Why We Failed

What Action Could We Have Taken?

A

Today

We failed ...



... catastrophically

We've Seen The Future & Know Why We Failed

What Action Could We Have Taken?

A

Today



We failed ...



... catastrophically

End of project
Take a vacation
Without falling ill

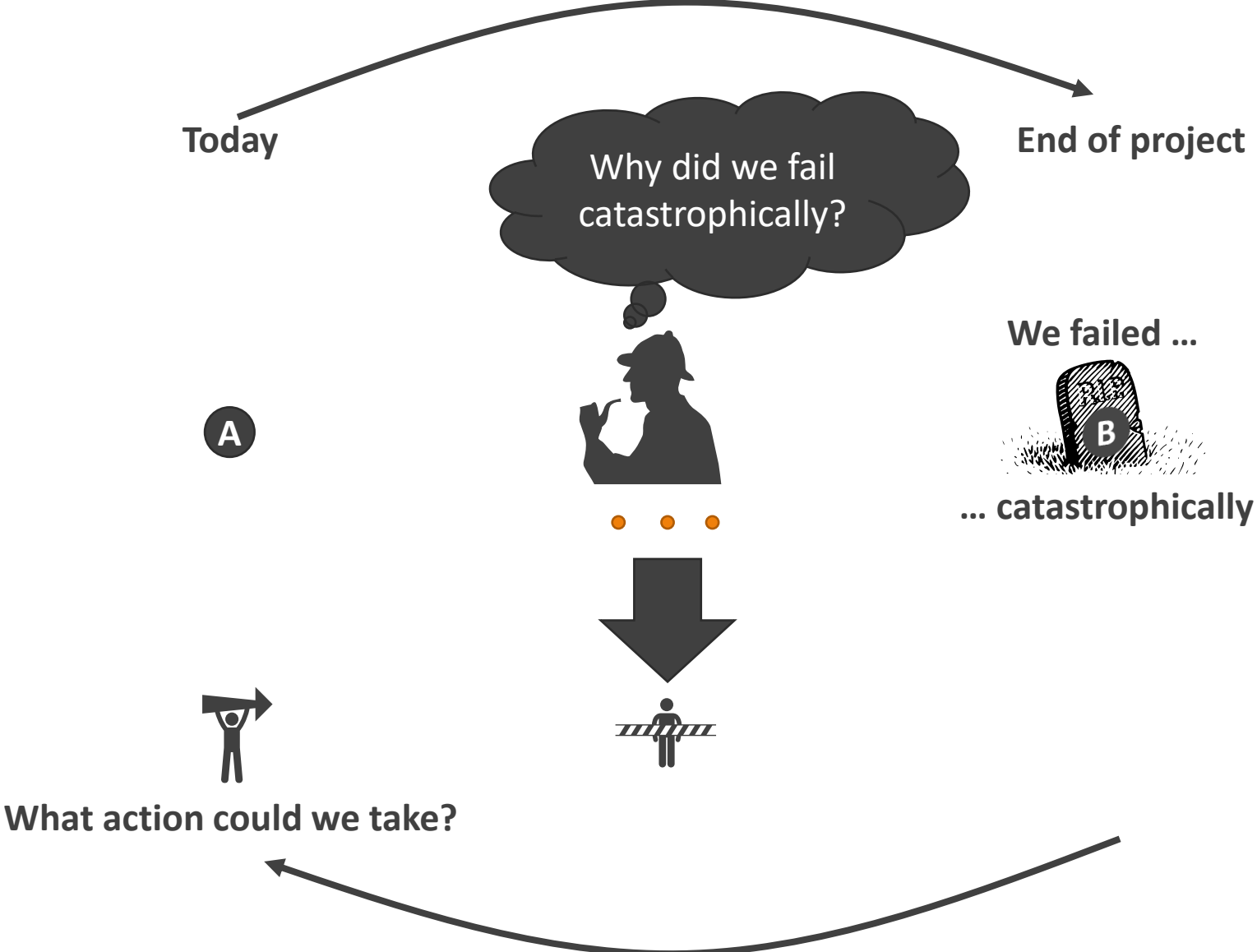
Pre-mortem Example: Treatment Phase

What action could we have taken to avoid failing for the principal reasons we identified?

**People suffer from
lack of contact,
context and
coaching**

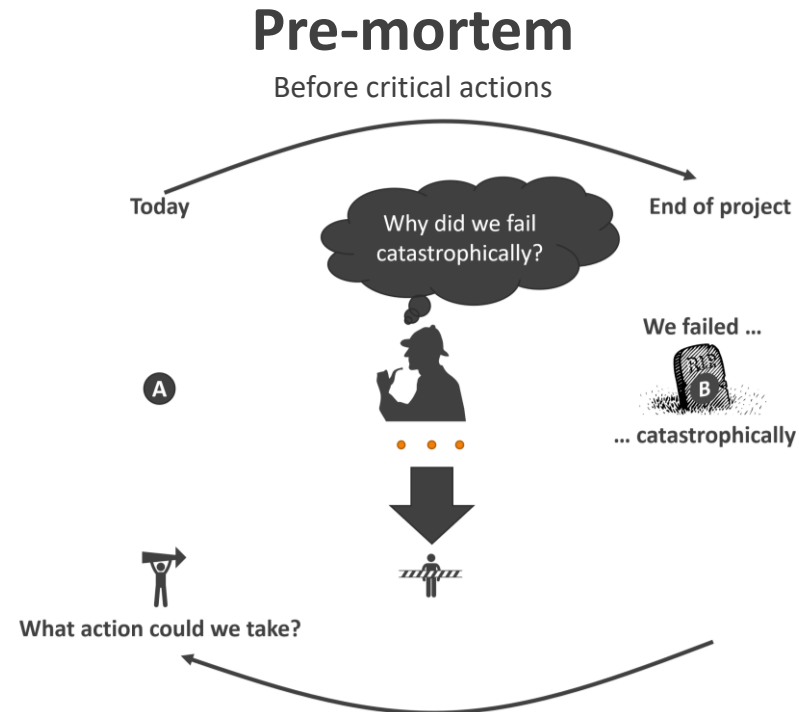
**Culture not resilient
in the face of people
working remotely**

Pre-mortem



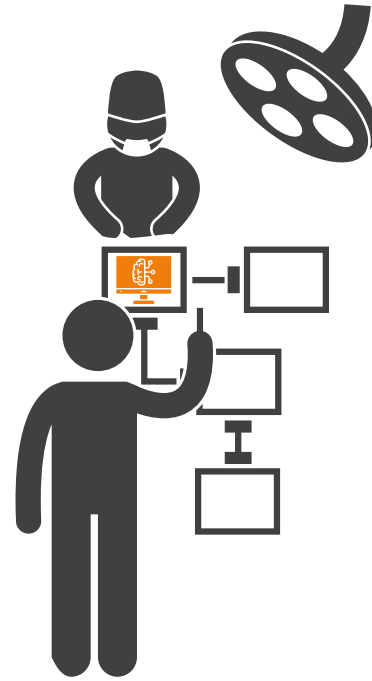


Your Return On Investment



15. Where in your work would conducting a pre-mortem be helpful?

Preliminary Observations: Harnessing AI During a Pre-mortem



Pre-mortem: Diagnosis Phase

1. Optionally use AI as an additional perspective **after** generating your own



1. Capture your perspective




2. Share via healthy conversations




3. Discuss your perspectives



Why did we fail catastrophically?
 Be specific
 Pursue root causes




1. **Speaker** shares perspective without interruption




2. **Listener** summarizes back

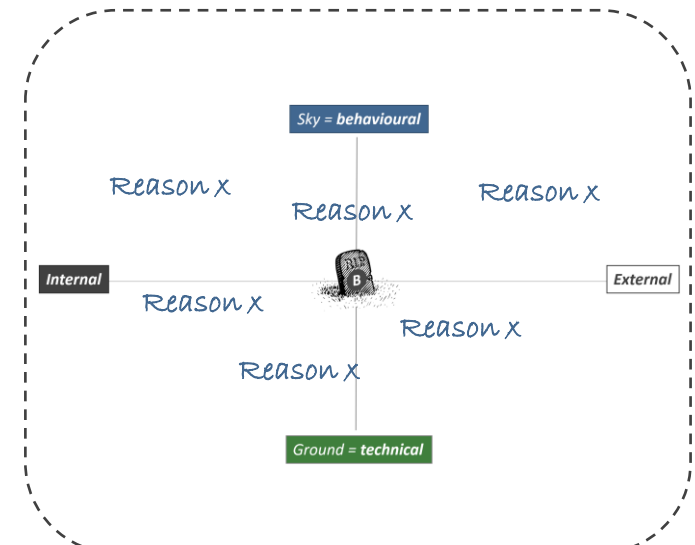
Reason 1
 * Reason 2
 Reason 3



3. **Speaker** corrects and confirms



4. **Listener** records



Pre-mortem: Diagnosis Phase

1. Optionally use AI as an additional perspective **after** generating your own
- New! 3.5 Consult AI following your discussion, augmenting and refining the diagnosis**



1. **Capture** your perspective



2. **Share** via healthy conversations



3. **Discuss** your perspectives



Why did we fail catastrophically?



Be specific



Pursue root causes



1. **Speaker** shares perspective without interruption



2. **Listener** summarizes back



3. **Speaker** corrects and confirms

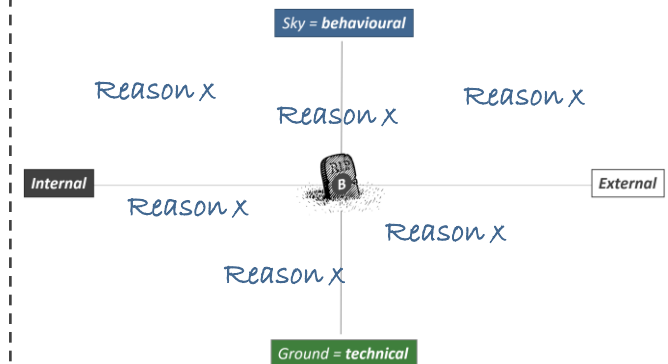


4. **Listener** records

Reason 1

* Reason 2

Reason 3



3.5. **Augment/refine** diagnosis

Pre-mortem: Diagnosis Phase

Optionally use AI as an additional perspective **after** generating your own

give me three paragraphs, each of which tells a story of how the product development effort failed. Focus on the potential failure to produce the prototype on deadline, not long-term sales. be very specific and detailed using the proposal I gave you.

Paragraph 1:

The design team spent months researching and designing the mountain bike suspension fork, but as the deadline for the prototype approached, they realized that the design was too complex to produce within the given timeline. The team struggled to incorporate all the necessary features while keeping costs and weight down. They attempted to simplify the design but ended up sacrificing key features that were important to the intended market. Despite their best efforts, the team was unable to produce a functional prototype by the deadline, and the project was delayed indefinitely.

Paragraph 2:

The manufacturing process for the suspension fork hit a roadblock when the team discovered that the required materials were not readily available. The materials were delayed in transit, and the team was unable to start the production process on time. The team tried to source alternative materials but found that they were not suitable for the design, which required specific properties. The team was forced to wait for the materials to arrive, causing production delays that pushed the project past the deadline. The delay meant that the suspension fork was not ready for the intended market, and the project was deemed a failure.

Paragraph 3:

During testing, the suspension fork failed to meet the required safety and regulatory standards. The team had overlooked some critical safety requirements, and the prototype was deemed unsafe for use. The team tried to make modifications to the design to meet the safety standards, but the changes caused further problems with the fork's functionality. The team was forced to go back to the drawing board, redesign the fork, and restart the testing process. The delay in development and additional testing time caused the project to go past the deadline, and the suspension fork was never produced for the intended market. The project was considered a failure due to safety concerns.

i want to go to school and become a radiologist. what are five ways that my plan could go wrong?

- ✓ Searching for: **radiologist education requirements**
- ✓ Searching for: **radiologist career challenges**
- ✓ Generating answers for you...

That's a great goal to have. Becoming a radiologist requires about **13 years** of education and training ¹, including a bachelor's degree, medical school, residency and fellowship ^{2 3}. You also need to pass several exams and obtain a license to practice medicine.

Some possible ways that your plan could go wrong are:

- You might not get accepted into medical school or radiology residency due to high competition or low grades ¹.
- You might find the workload and stress of medical school and residency too overwhelming or exhausting ^{4 5}.
- You might face challenges in adapting to new technologies, such as artificial intelligence or cloud computing, that are changing the field of radiology ^{6 7}.
- You might have difficulty finding a job or maintaining a work-life balance as a radiologist due to the shortage of radiologists or the increasing demand

Pre-mortem: Selection Phase

4. Optionally consult AI **after** generating your own perspective, but before deciding how to vote




4. Capture your perspective

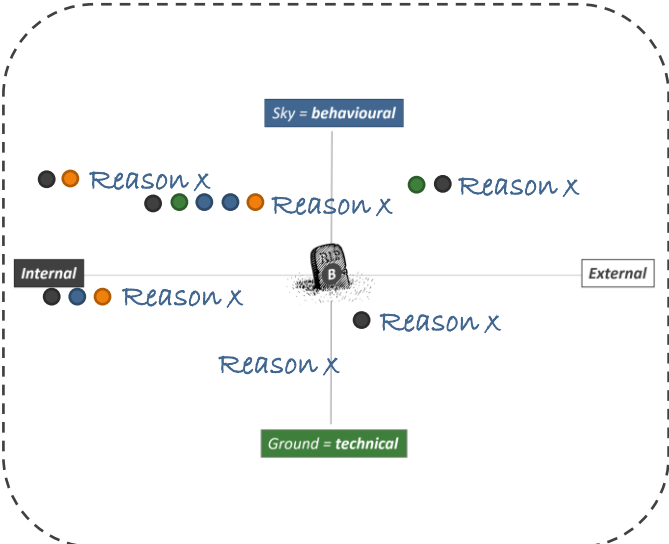
What's the crux: the one big thing that stands between us and success?

Independently prepare to spend 3 dots to indicate your perspective

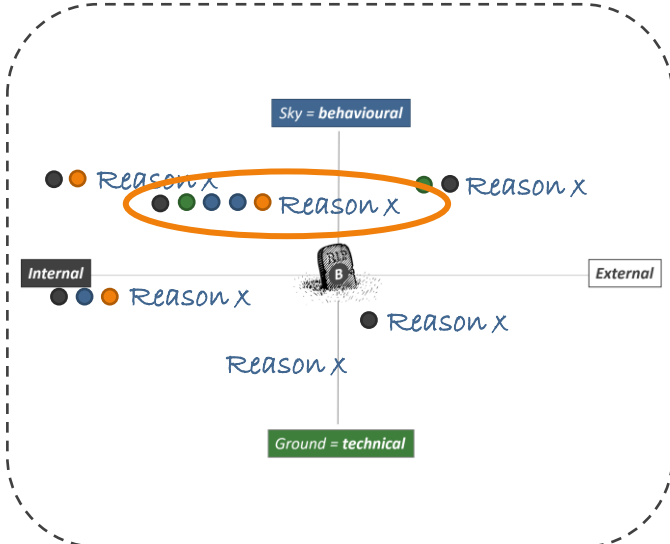
• • • • • •
 • •
 •



5. Simultaneously dot vote




6. Select the critical reason



Pre-mortem: Treatment Phase

7. Optionally use AI as an additional perspective **after** generating your own



7. Capture your perspective

What action could we have taken to avoid failing for the principal reason we identified?

Reason 1
* Reason 2
Reason 3



8. Share via healthy conversations



1. Speaker shares perspective without interruption



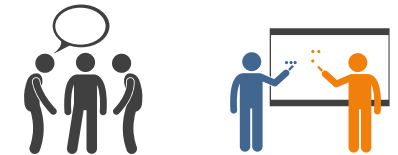
2. Listener summarizes back



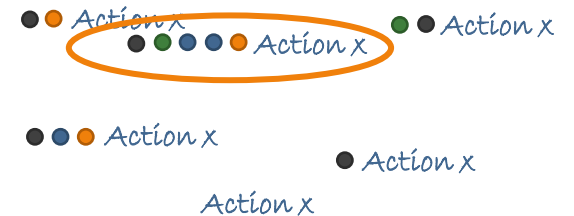
3. Speaker corrects and confirms



4. Listener records



9. Discuss then dot vote



Pre-mortem: Treatment Phase


7. Optionally use AI as an additional perspective **after** generating your own
New! 8.5 Optionally consult AI **after discussion, augmenting and refining actions** before voting



7. Capture your perspective



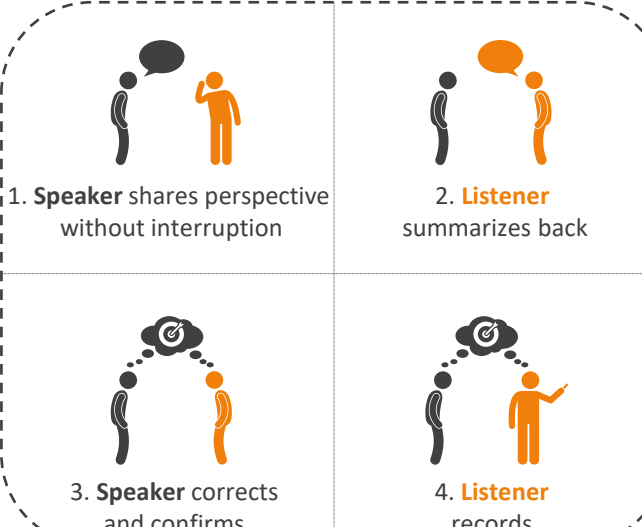
8. Share via healthy conversations



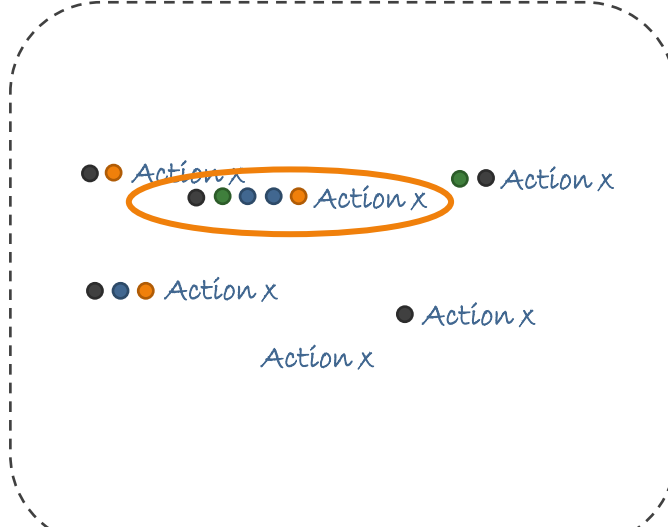
9. Discuss then dot vote

What action could we have taken to avoid failing for the principal reason we identified?

Reason 1
 * Reason 2
 Reason 3



- 1. Speaker** shares perspective without interruption
- 2. Listener** summarizes back
- 3. Speaker** corrects and confirms
- 4. Listener** records




Action x

Action x

Action x

Action x



8.5. Augment / refine actions

ICMIF Advanced Management Course 2024

Tools for Leading Eternal Renewal: the **Innovation Matrix**



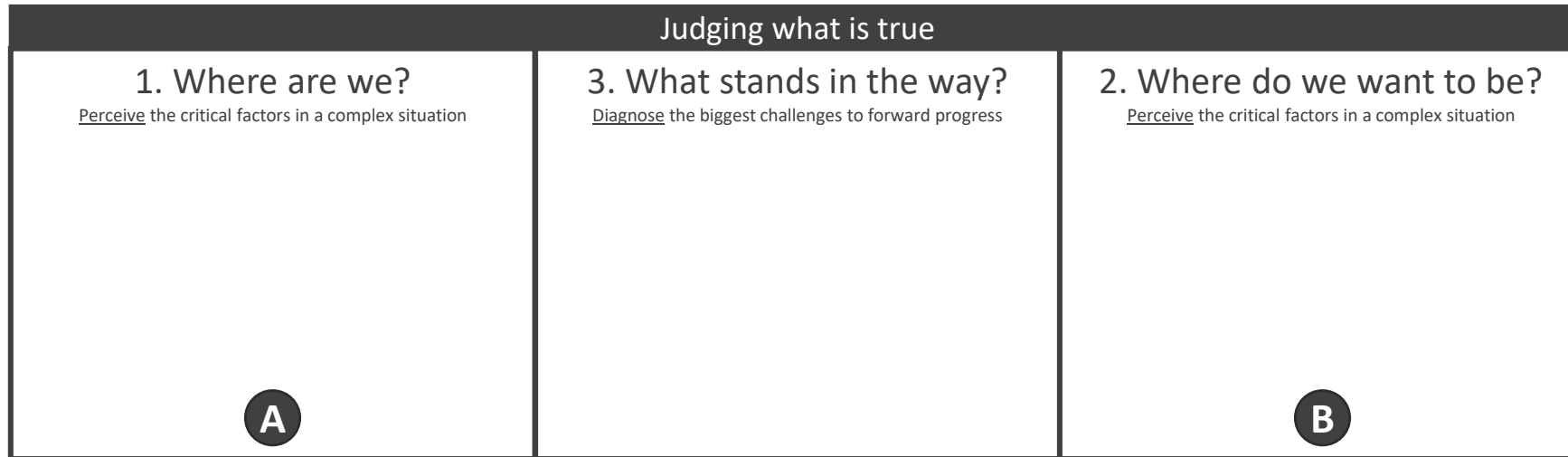
Part 5 (of 6)

Next break: **15:25**

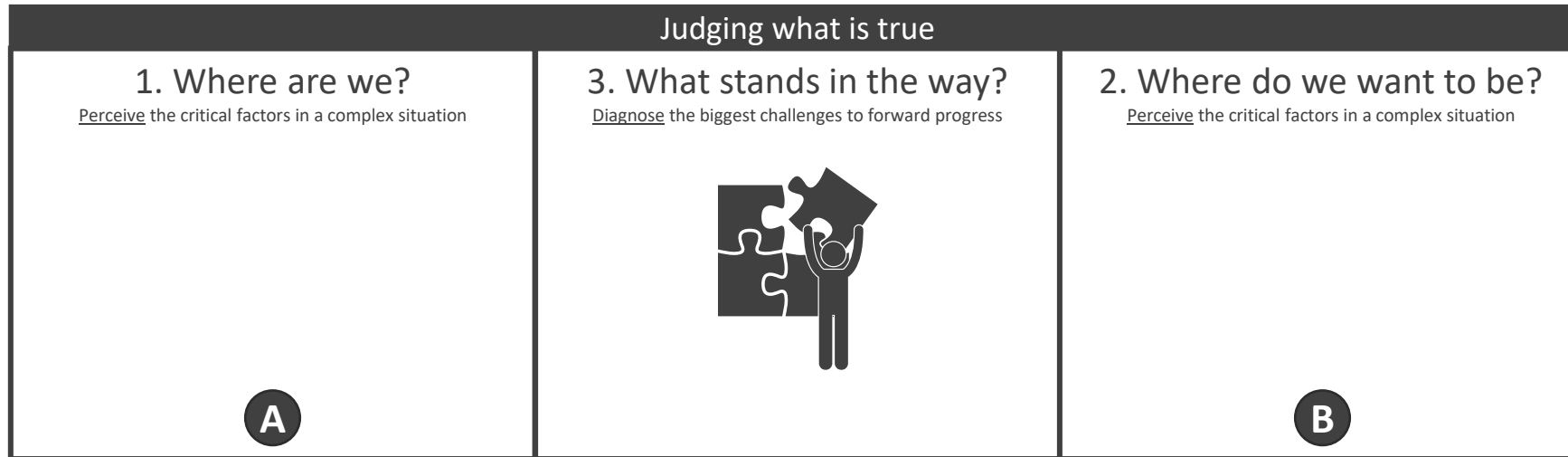
Offered With Humility Every Complex Situation is Unique



After Diagnosing Using the Strategic Framework



Optionally, Dive Deeper Using The Innovation Matrix To Tackle the Biggest Challenges



Innovation Matrix

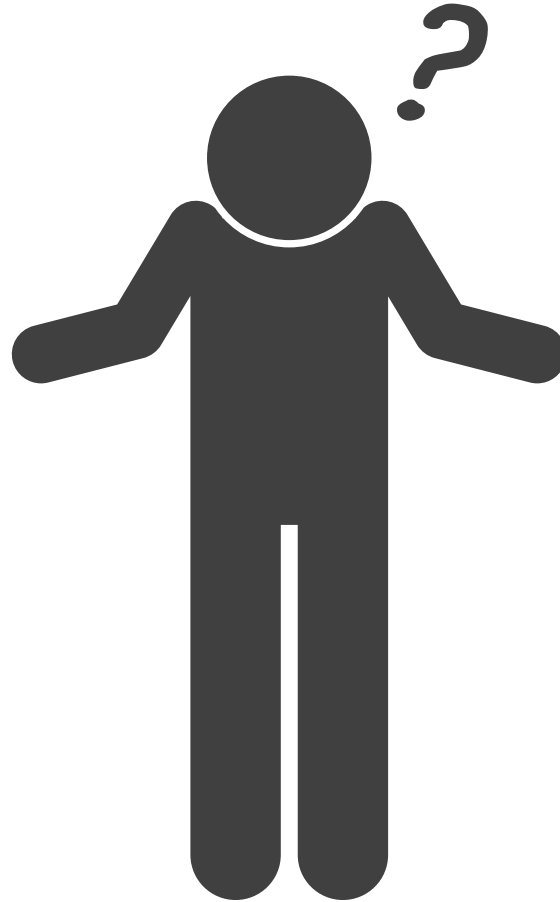
Innovation Matrix

Problem:

Elements of the problem	Solutions

Because we snap & stick

Who Else Has Solved A Problem Like This?



Innovation Matrix

Problem:

Elements of the problem	Internal solutions	External solutions

Implementing Strategy Requires Behavioural Change

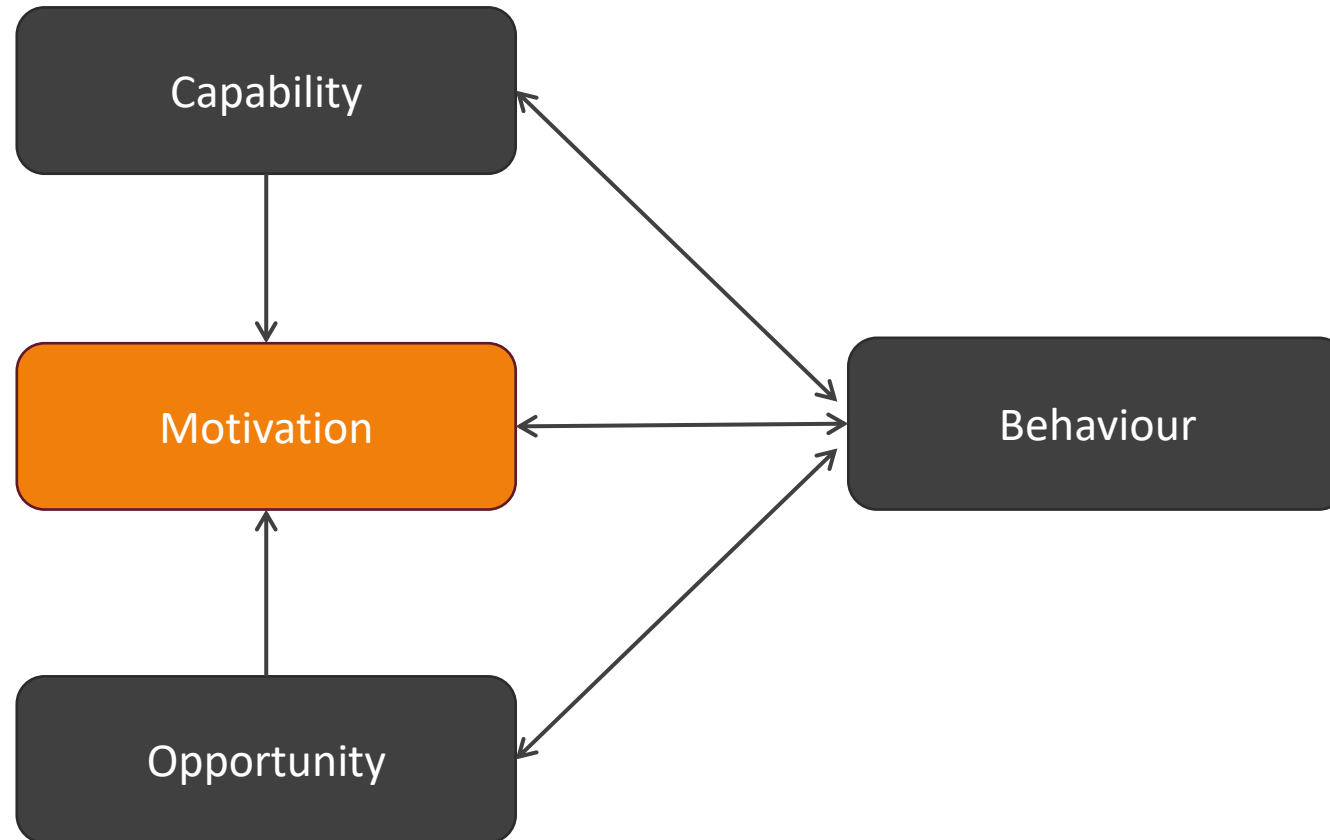


Current behaviour



New behaviour

Three Things Required To Change Behaviour



Prof. Susan Michie

University College London

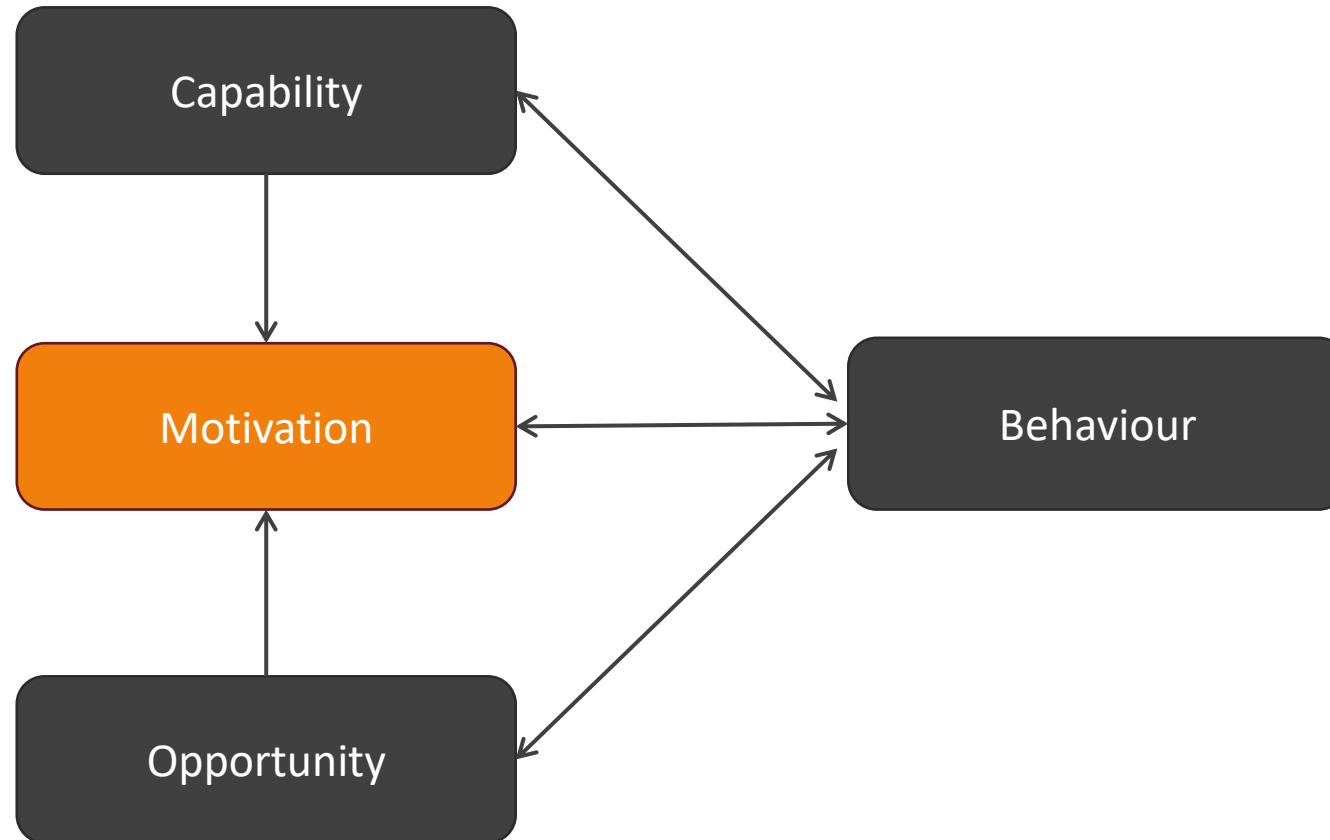
Snap & Stick Includes Thinking

Others See The World The Way We See It



Because We Snap and Stick

Don't Overlook Providing Motivation



Innovation Matrix (Behavioural)

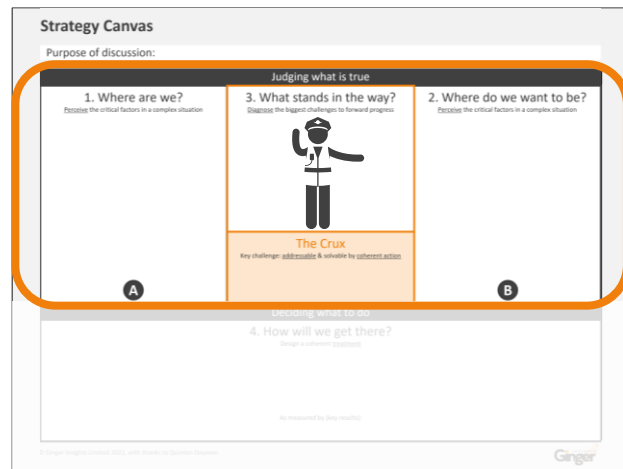
Who Else Has Solved A Problem Like This?

Problem: *Moving from protection to prevention*

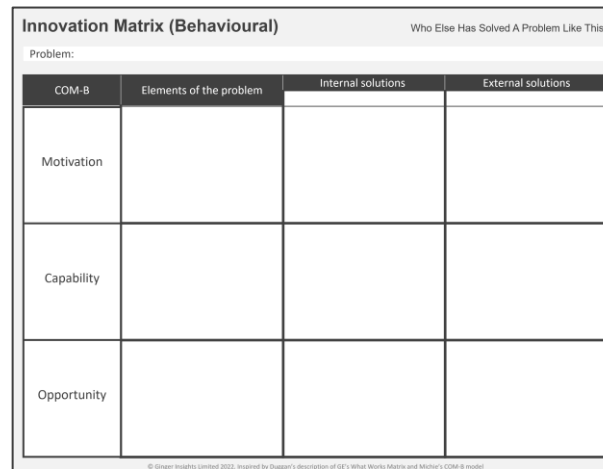
COM-B	Elements of the problem	Internal solutions		External solutions	
		Team X	Project Y	Company Z	Amazon
Motivation	<p>Don't perceive the value</p> <p>Dislike change</p>			Show what's at stake	Always 'Day One'
Capability	Lack key skills	Re-use training program X			
Opportunity	Already 100% committed		What's no longer essential?		

Use This Simple Brain and Challenge-Based Process To Work As A Team To Activate Strategy

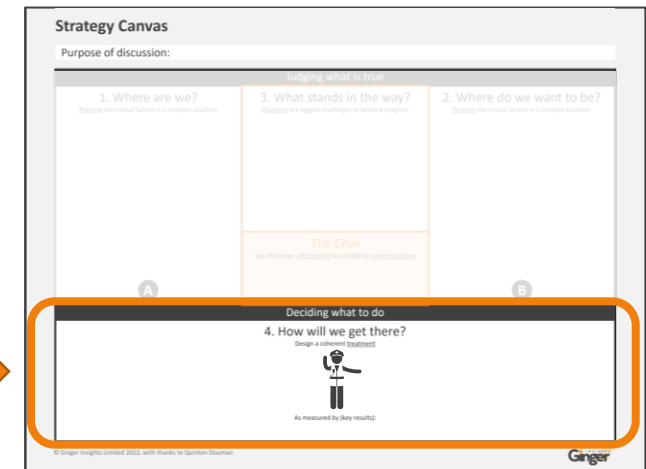
1. Judge What Is True



2. Generate Options



3. Decide What To Do



Optionally, **Pre-mortem at**

What stands in the way? To break down the problem into its core elements

How will we get there: To check your plan just before you deploy your resources



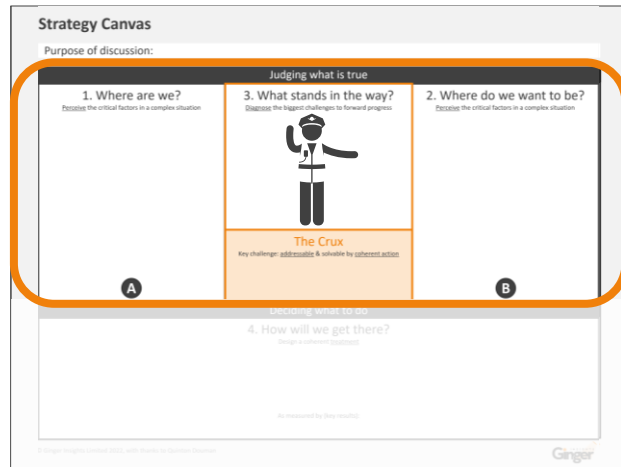
Your Return On Investment



1. Judge What Is True

2. Generate Options

3. Decide What To Do

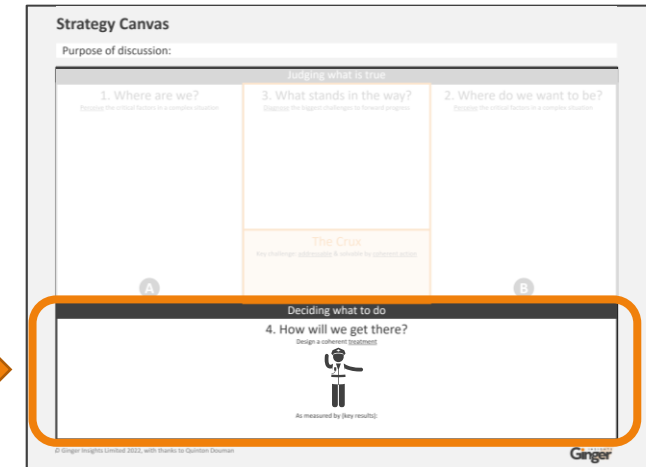


Innovation Matrix (Behavioural) Who Else Has Solved A Problem Like This?

Problem:

COM-B	Elements of the problem	Internal solutions	External solutions
Motivation			
Capability			
Opportunity			

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16. Where in your work would the innovation matrix be helpful?

Innovation Matrix (Behavioural)

Who Else Has Solved A Problem Like This?

Problem: _____

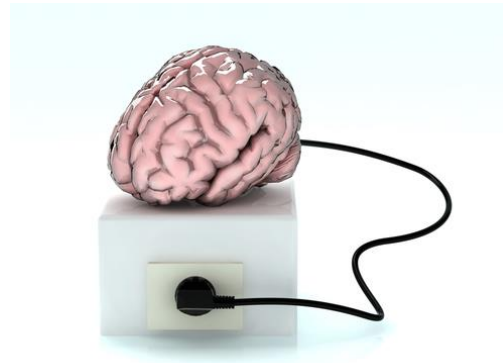
COM-B	Elements of the problem	Internal solutions	External solutions
Motivation 			
Capability			
Opportunity			

Innovation Matrix for Purpose Driven Organisations

Problem:

	Elements of the problem	Internal solutions	External solutions
Purpose			
Drive			
Organisation			

Break #4 (of 4 today)



Next session starting at

15:40

ICMIF Advanced Management Course 2024

Peer-to-peer consultancy #1: your challenges



Part 6 (of 6)

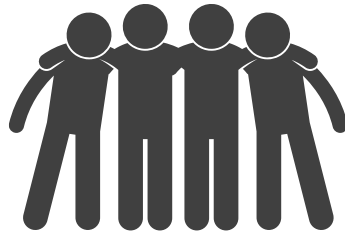
Today's session ends: **17:00**

Groups

1. The mutual difference
2. Developing talent
3. Digitalisation, technology & AI
4. Regulation and compliance
5. Business transformation
6. Recruiting and retaining talent
7. Practice with the pre-mortem
8. Private reflection
9. _____
10. _____

Tomorrow

Monday
Welcome and
introductions
18.00 – 18.00



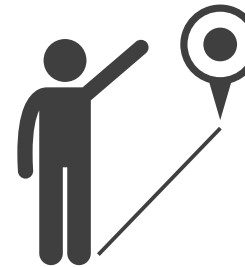
Tuesday
Leading mutual insurers
with purpose
09.00 -17.00



Wednesday
Leading teams
in a complex world
09.00 -17.00



Thursday
Activating strategy
in a complex world
09.00 -17.00



Friday
Translating learning
into value
09.00 – 15.00



Activating Strategy Requires Behavioural Change



Current behaviour



New behaviour

For Leaders to Activate the Strategy of Purpose-Driven Organisations

1. Clarify the **Purpose**
to overcome
self-interest

By providing a vision of a
purpose bigger than any
one of us

2. Lead to
unlock the **Drive**
to act

By helping each person
connect their own
purposes with the
organization's

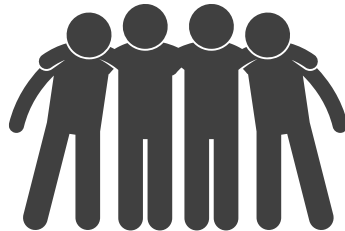
3. Manage to provide
the **Organisation**
to act

By providing the
capability and
opportunity each person
requires to act

Thank You

09:00 Start Tomorrow (please take your seats in good time)

Monday
Welcome and
introductions
18.00 – 18.00



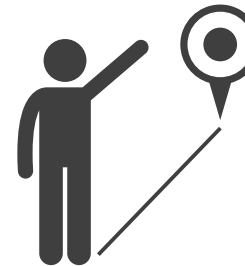
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